

Ballarat
City Council

2007-2008

Annual Report



Creating Sustainable Communities

Contents



01. Our Ballarat

Annual Report Aims and Intentions	4
Our Community	6
Mayor's Message	10
CEO's Message	12
Financial Summary	14
Our Vision	16
Our Council	18
Our Organisation	19
Our Year in Review	22

02. Our Performance

Our People	24
Our Services and Infrastructure	28
Our Jobs and Investment	34
Our Health and Resilience	38
Our Learning and Knowledge	42
Our Environment and Heritage	46
Our Connections	50
Managing Our Business	54
Our Safe Work Practices	58

03. Our Business and Financial Position

Councillor Participation	60
Citizenship Ceremonies	63
Civic Receptions	63
Local Laws	63
Information Privacy Act 2000	64
Risk Management	64
Freedom of Information	66
Protected Disclosures	66
Information Available for Inspection	66
Memberships 2006-2007	67
Audit Special Committee	68
Victorian Local Government Indicators	69
Financial Statements	72



01. Our Ballarat

Annual Report Aims and Intentions

The 2007-2008 Annual Report reflects the achievements and challenges faced by the City of Ballarat and the community in the past year.

The 2007-2008 Annual Report is presented in three main sections:

Section one: Our Ballarat;

Section two: Our Performance;

Section three: Our Business and Financial Position.

Section one of the Report provides a snapshot of Ballarat and of the organisation.

It highlights some of the organisation's key achievements and provides information on Council and its organisational structure.

Section two reports on the eight Council Plan categories – Our People; Our Services and Infrastructure; Our Jobs and Investment; Our Health and Resilience; Our Learning and Knowledge; Our Environment and Heritage; Our Connections and Managing our Business.

Each category lists its relevant strategic objective, strategic priorities from the Council Plan, key performance indicators from the Council Plan and the specific projects needed to achieve the goals outlined in the Council Plan.

Section three fulfils Council's statutory reporting obligations.

It contains audited Financial Statements, an audited Performance Statement and all information required under the 'Local Government Act 1989' and other relevant legislation.

The Annual Report is an important opportunity for Council to reflect on progress against Blueprint Ballarat, report on its performance and highlight its achievements.

Blueprint Ballarat is the long term plan for the future of Ballarat for the next 22 years and contains a number of strategies and projects to help create a Ballarat in 2030 that is in line with the vision created by the community in 2005.

Blueprint Ballarat was developed through community surveys, workshops, interviews and public forums and informs the Council Plan 2007-2012.

As a result the Council Plan has adopted the seven themes of this long-term plan plus an eighth theme, Managing our Business which focuses on Council's internal operations.

Council's achievements in meeting the objectives of the Council Plan are outlined in this document.

During 2007-2008 Council continued its rigorous reporting system across the organisation.

This quarterly reporting system collects both qualitative and quantitative data, measures the economic, social and environmental performance of the organisation and ensures evaluation and analysis opportunities are seized.

The City of Ballarat's Annual Report 2007-2008 is available online at www.ballarat.vic.gov.au



Our Community

Location

Strategically located in the Central Highlands region of Victoria, Ballarat is approximately 110km west of Melbourne, the State capital. Travel time between Ballarat and Melbourne is around 75 minutes.

Ballarat lies within a gently undulating section of the midland plains which stretch from Creswick in the north, to Rokewood in the south, and from Lal Lal in the south-east to Pittong in the west. These plains are made up of alluvial sediment and volcanic flows, and contain large areas of rich agricultural soils.

The municipality has a rich variety of topology and natural environments which include rolling hills, granite outcrops and heavily forested areas. The urban settlement patterns offer a diversity of living environments, including small villages and country towns, as well as the main cityscape of central Ballarat, which includes heritage architecture of national significance and international interest.

Ballarat is located within the upper-most portions of three major river basins. These are the Barwon, Hopkins and Loddon River catchments, which are managed by the Corangamite, Glenelg Hopkins and North Centre Catchment Management Authorities respectively. From these, water flows into the ocean at Barwon Heads, Warrnambool and Goolwa in South Australia (via the Murray River) respectively.

Climate

Because of its elevation at 450 metres above sea level, Ballarat's mean monthly temperatures tend to be on average 3 degrees below those for Melbourne. Ballarat enjoys four distinct seasons. Ballarat's mean daily temperature in January is 25 degrees, in April 18 degrees, July 10 degrees and October 17 degrees.

Traditional ownership

The Ballarat municipality is part of an area of land under the traditional custodianship of the Wathaurong tribe. It is generally accepted that the origin of the name came from two aboriginal words signifying a camping or resting place – "balla" meaning "elbow" or "reclining on the elbow" and "arat" meaning "place".

Over many centuries the Wathaurong people lived in an area that stretched from Ballarat to Victoria's southern coastal area near Lorne, to the Werribee River. Today, approximately 600 indigenous descendents live in the Ballarat area.

Population

Ballarat is one of the nation's largest inland cities and the third largest city in Victoria. Its current population is approximately 90,000. It is predicted that by 2021 Ballarat will have a population of 104,000.

Approximately 86 percent of Ballarat's population was born in Australia. This percentage is higher than both the non-metropolitan and state averages. Ballarat citizens recognise the significant role multiculturalism can play in the community and are working to make Ballarat more culturally diverse.

Like the rest of Victoria, Ballarat's population is ageing and will continue to do so. This has significant implications for services, jobs, the type of residential accommodation which is being provided and Ballarat's social mix.

Workforce participation and skills

The 2006 Census shows Ballarat's labour force comprises managers and professionals at 30.2 percent, clerical, administrative and sales workers at 25.5 percent, machinery operators, drivers and labourers at 17.5 percent, technicians and trade workers at 15.4 percent and community and personal service workers at 9.8 percent.

The median annual salary, based on the 2006 Census information, is \$31,150.

Education

Ballarat offers an extensive range of quality public and private education options, with 41 primary schools (state and Catholic), 7 secondary schools (state and Catholic) and 3 non government schools that offer both primary and secondary education. There are also two tertiary institutions, the University of Ballarat, including the Ballarat School of Mines campus, and the Australian Catholic University (Aquinas Campus). The role of kindergartens and childcare facilities is recognised as an integral component of education. Life long learning is also encouraged through a network of community-based learning organisations.



Our Community

Community events and participation

Ballarat has a large and diverse range of community groups, service, sporting clubs, arts and cultural groups. Ballarat hosts a number of major events each year, including the Ballarat Begonia Festival, the Royal South Society Street Competitions and sporting events, which attract large crowds from around the state.

Affordable housing

The median house and land price in Ballarat (REIV figures – March 2008) is \$239,950 compared to the median price in Melbourne of \$432,500.

Tourist destination

Ballarat is one of Victoria's premier tourist destinations. Visitors come to Ballarat for its gold and architectural heritage, parks and gardens, art and cultural activities and a range of events. Approximately 1.9 million people visited Ballarat in 2007-2008.

Connection

Ballarat is considered the gateway to western Victoria and is an important regional hub in the State's road transport network with the Western Freeway and the Midland, Glenelg and Sunraysia Highways servicing all parts of Victoria. These highways connect Ballarat to Melbourne, Adelaide, regional cities such as

Bendigo, Mildura, Geelong and Portland, and agricultural areas in the Mallee and Wimmera.

The Ballarat-Melbourne fast rail service and coach link also provides a quality service to visitors and commuters.

Medical services

Ballarat has two major hospitals, St John of God Hospital and Ballarat Health Services. St John of God is a private hospital offering 209 beds, while Ballarat Health Services has two main sites – the Base Hospital, which has 225 beds, and the Queen Elizabeth Centre, which has 520 nursing home and hostel beds.

Water challenges

Traditionally Ballarat experiences 167 rainy days each year. August has historically been the wettest month in the year. However, over the past decade Ballarat has experienced below-average rainfall which has had a severe impact on the municipality resulting in water restrictions, reduced water levels at lakes Wendouree, Burrumbeet and Learmonth, limited use of sporting grounds and negative impacts on Ballarat's gardens and parks.



Mayor's Message



Being Mayor is a privilege. Since taking on the role in December 2007 I have been committed to listening to and working with the local community.



Cr Stephen Jones

It gives me great pleasure to present the City of Ballarat's Annual Report 2007-2008.

Being Mayor is a privilege. Since taking on the role in December 2007 I have been committed to listening to and working with the local community.

Council's focus continues to be providing quality services and infrastructure for residents and maintaining and improving transparency and accountability.

The Mayor's role is a busy one. Since becoming Mayor, I have met with over 80 stakeholders including business leaders and health and education professionals. These meetings provided important opportunities to hear from residents about what is important to them and the key issues facing the city.

I am also committed to working with my counterparts in neighbouring municipalities to achieve outcomes that benefit the broader region.

In December 2007 two Councillors resigned, resulting in a by-election in March 2008. The entire Council will go to election in November 2008. Three councillors will be elected to represent each of the three new wards created by the Victorian Electoral Commission after a review of the electoral boundaries in August 2007.

The Victorian Minister for Local Government Richard Wynne advised Council on 21 May 2008 that he had authorised an investigation into allegations against Council made by a former councillor.

The investigation and an audit was carried out on behalf of the State Government by Pricewaterhouse Coopers.

The results of this investigation were still pending in September 2008.

Despite these challenges facing Council, I am proud of the organisation's dedication to ensure the continued delivery of services and projects.

In 2007-2008 Council continued to deal with key sustainability issues such as drought, the use of resources and pollution.

To ensure it was better placed to address these issues in the future, Council adopted the Environment Sustainability Strategy (ESS) on 24 October 2007.

The ESS was the culmination of a considerable amount of work including the WaterSmart, EnergySmart and WasteSmart projects.

Work completed as part of the ESS in 2007-2008 included a Sustainable Public Lighting Program – an extensive audit of street lighting and Council-owned lighting (recreation and building exterior).

The ESS also contains over 100 actions that Council will implement over the next five years, addressing themes such as biodiversity (flora and fauna), water quality and quantity, energy consumption, waste recycling and reuse and air quality. For further information go to www.ballarat.vic.gov.au/Parks_and_Environment/Environment/EnvironSustainStrategy/index.aspx

Throughout 2007-2008 Ballarat hosted many events which brought thousands of people to the city.

Ballarat also has a long and celebrated history of supporting the arts and the Ballarat Fine Art Gallery's success has helped position our city as Victoria's premier regional arts destination.

The exhibition *Ocean to Outback: Australian Landscape Painting 1850-1950* was a great success. On tour from the National Gallery of Australia, the Ballarat Fine Art Gallery was the only Victorian venue for the exhibition.

The Begonia Festival saw the western shore of Lake Wendouree come to life in March with stalls, music, food and flora. The festivities kicked off with the annual Street Parade followed by a long weekend of family fun.

The Heritage Weekend was moved to Mother's Day and attracted many visitors to the city. It is a wonderful opportunity to showcase the splendour of Ballarat's heritage.

In August 2007 our city hosted one of Australia's premier sporting events – the Ballarat Australian Cycling Grand Prix. This three day event gave Ballarat a unique opportunity to showcase the city on a national level, attracting visitors from across the state and cementing Ballarat's reputation as a key destination for major sporting events.

Stormwater run off from the Lake Gardens housing estate was made available to water the Botanical Gardens, putting an end to the expensive and time consuming process of carting water to keep the Garden's historic plantings alive.

As a result, the Botanical Gardens remain a shady refuge for the community and our priceless collection of significant trees and shrubs survived largely unscathed.

Despite the challenges of ageing infrastructure, the drought, and stringent water restrictions, all of Ballarat's outdoor pools opened over the summer season. Council staff worked closely with Central Highlands Water and pool operators to come up with a detailed plan that allowed all pools to open and still meet water savings targets.

As part of ongoing efforts to ensure the long term sustainability of the Gardens, Council undertook a detailed analysis of stormwater flows around Lake Wendouree.

Council also celebrated the 150th anniversary of the Ballarat Botanical Gardens, a remarkable achievement given the challenges of prolonged drought and climate change.

In January Anthony Schinck was appointed as the organisation's new CEO, replacing Richard Hancock. I would like to acknowledge the contribution our outgoing CEO made to the city and to recognise the work already achieved by Anthony Schinck.

I am truly privileged to represent the City of Ballarat as Mayor and my term so far has been life changing.

Thank you to all staff, management and my fellow Councillors who have worked so hard to deliver some of these significant achievements.

Cr Stephen Jones
Mayor
City of Ballarat

CEO's Message



In the 2007-2008 financial year Council, in conjunction with the State and Federal Governments, local businesses and community members, delivered more than \$1 million in infrastructure works around the Lake.



Anthony Schinck

Throughout 2007-2008 Ballarat continued to grow and develop in a responsible and sustainable manner.

It gives me great pleasure to report on these advancements for the City of Ballarat and the community across a range of projects, services and activities.

The Annual Report is an opportunity to measure Council's performance against the objectives set out in the Council Plan and brings into focus our achievements and challenges in the past year.

Sustaining growth and strengthening the community while facing up to the challenges of drought, climate change and water restrictions were the key challenges for Council. Council responded to problems created by climate change in a number of ways: by cutting water consumption, introducing water saving measures and adopting a new and more strategic approach to making our parks, gardens and sporting grounds sustainable for the long term.

This involved drought proofing sporting ovals and these solutions are now models for the future.

Council continued its work to ensure that Lake Wendouree remains a key sporting and social focus for residents and visitors to Ballarat.

In the 2007-2008 financial year Council, in conjunction with the State and Federal Governments, local businesses and community members, delivered more than \$1 million in infrastructure works around the Lake.

These projects will ensure that the experience of visitors to the Lake is in line with community expectations.

A number of key projects have been delivered through the Lake Blitz project including the View Point Boardwalk, Willow Island upgrade and the variety of lake-side promenade projects in the Botanical Gardens precinct, including works at Swan Pool, Windmill Creek and Piper's on Parade.

As well as providing infrastructure upgrades, Council has been working on securing the future water supply for the Lake. Council, in partnership with Central Highlands Water and the Victorian Government, delivered the Pauls' Drain Diversion Project which has increased the Lake's catchment area by more than 230 hectares.

Extreme weather conditions also meant Fairy Grass was a major problem for residents in many parts of the municipality, particularly over summer when unprecedented amounts of the weed accumulated. This was a major challenge which required the redirection of Council resources to effectively tackle the problem.

Council continues to address the Fairy Grass problem and is part of a multi-agency working party to review new research-based options for the long-term control of the grass at lakes Learmonth, Burrumbeet and Wendouree.

In another exciting move toward increased sustainability, Council converted most of its fleet to bio-diesel, an initiative which brings significant ongoing cost savings and environmental benefits. Council expects a fuel cost saving of \$67,000 a year and a reduction in tail exhaust emissions of 280 tonnes per annum.

Council currently operates 99 items of its fleet on bio-diesel including waste and recycling compactors, trucks of various sizes, and light and heavy plant.

The primary aim of this project was to achieve a quantified reduction in exhaust emissions from diesel vehicles. It has been an exciting project with many benefits for Council and the community, including fuel cost savings, emission savings and the opportunity for local government to show leadership on the issue of energy management and energy reduction.

A sustainable community is also a safe one where people can go about their daily activities in an environment without fear, or risk of harm or injury. As a key contributor to health and wellbeing, community safety is an integral component to a liveable community.

Council's continued commitment to community safety is demonstrated through its response to contemporary community safety and crime prevention issues. A highlight of 2007-2008 included the wide ranging community engagement used to inform the development of a new Community Safety Action Plan for Ballarat.

This has included working in partnership with the University of Melbourne to establish the Ballarat community's perception of safety through the Community Indicators Victoria survey.

A safe and proud community needs to be fostered and supported.

In 2007-2008 eye catching new signs, colourful banners and sensitive plantings transformed the approaches to our city. Despite the need for Council to reduce annual plantings to conserve water, it is still vital that the appearance of our city is maintained for the enjoyment of residents and visitors.

Council has been instrumental in attracting international investment to Ballarat with companies such as iGate and the international pilot training academy at the Ballarat Airport making major commitments to Ballarat-based operations. The international pilot training academy is expected to bring over \$7 million per annum to the city when fully operational.

The redevelopment of the Civic Hall site took a significant step forward with a resolution from Council to sell the Civic Hall land. Council remains committed to the project and will work hard to ensure a high quality landmark for the community is achieved.

Changes at an organisational level have seen the creation of a new leadership team to drive the key objectives of Council. Maintaining stability in the organisation has been paramount throughout this transition. As a result the organisation is now better placed to operate in a proactive way.

Council has a new organisational framework, but has retained its vision for sustainable growth for the organisation and the community it serves.

It is with great pride that I report on Council's achievements in 2007-2008.

The foundations have been set for the management of future growth through the development of sustainable growth strategies.

Anthony Schinck
Chief Executive Officer
City of Ballarat

Financial Sustainability

The City of Ballarat is a \$120 million business, with 24 business units delivering over 100 services to the community, including a capital budget of at least \$30 million (gross), while maintaining over \$1 billion worth of assets.

Council continues to deliver the five year Budget set out in 2005-2006, which is within the parameters of the Long Term Financial Strategy.

Coupled with a rigorous performance reporting system, this strategic approach has seen unprecedented levels of capital works, a greater appreciation in the community as to where rates are allocated, and a clear sense of direction.

Overall Financial Position

Since the inception of Council's first five year budget, developed for the 2005-2006 financial year, Council has recorded positive financial results each year, and delivered capital works programs in excess of \$30 million.

Council has continually searched for financial efficiencies which has resulted in additional funds being made available for future capital works programs.

At the end of the 2007-2008 financial year Council achieved or bettered all the financial indicators set out in the 2007-2008 budget documentation.

One such indicator is our strong cash position which will enable Council to either pay off debt ahead of schedule and/or to allocate additional funds for future capital works programs.

Financial Performance

Council's operating surplus for the 2007/2008 financial year was \$17.331 million compared to the forecast position of \$7.695 million.

The improved result was due to increased revenue relating to the growth of the municipality, increased revenue from fees, an increase in government grants, the improved investment of surplus cash resulting in additional interest earned on investments totaling approximately \$1.337 million, and a profit of \$0.261 million relating to the sale of surplus assets.

The improved revenue position was enhanced by the reduction in forecast expenditure which maintained spending at budgeted levels.

The enhanced financial position gives Council the ability to retire additional debt and/or set aside additional funds to bring forward future capital works programs.

The improved financial performance achieved during 2007-2008 will allow Council to tackle additional financial issues in advance of the five year budget that has been put in place.

Cash Flow

Council completed the 2007-2008 financial year with a cash balance of \$36.78 million. Of this \$11.3 million related to additional funds received in 2007-2008 for Council's operations for the 2008-2009 financial year, and represented funds available to complete projects that were unfinished at the end of June 2008.

Council has budgeted to maintain strong cash flows over the next five years that are sufficient to provide current levels of services into the future and to reduce debt over that time.

Balance Sheet

In addition to the improved operating surplus Council has improved its balance sheet position.

Total assets have increased to \$1,045 million dollars whilst total liabilities have remained steady during the same period to a total of \$35 million.

Council has been able to increase cash reserves held, partly through maintaining relatively low levels of trade receivables for the period, which currently total approximately \$5.4 million.

Trade payables during the same period have increased by \$4.4 million compared to June 2007.

During the 2007-2008 financial year Council has reduced debt levels which are now currently at \$14.194 million dollars.

Future

With the introduction of Council's five year budget in the 2005-2006 financial year, Council has been subject to continuous improvement partly to reduce operating costs to provide additional funds for major projects.

This has continued through 2007-2008.

The strong financial performance during 2007-2008 will enable Council to bring forward the projected five year budget during the 2008-2009 financial year.

Council will continue to ensure its long term financial position remains strong.

Our Municipality

The municipal district of the City of Ballarat (historical spelling) was first created in 1856, followed shortly after by the creation of the City of Ballarat East in 1857.

These two municipalities merged in 1921 to form the City of Ballarat. The City was surrounded by the Borough of Sebastopol and the Shires of Buninyong, Grenville, Bungaree and Ripon.

The present City of Ballarat was created by an Order of Parliament on 6 May 1994 under the Victorian Local Government Act and is the amalgamation of the previous Shire of Ballarat, City of Ballarat, the Borough of Sebastopol, and parts of the Shires of Bungaree, Buninyong, Grenville and Ripon.

It covers an area of 740 square kilometres and has a heavily urbanised central region (91% of the population) with semi rural and rural areas in the outlying parts of the municipality.

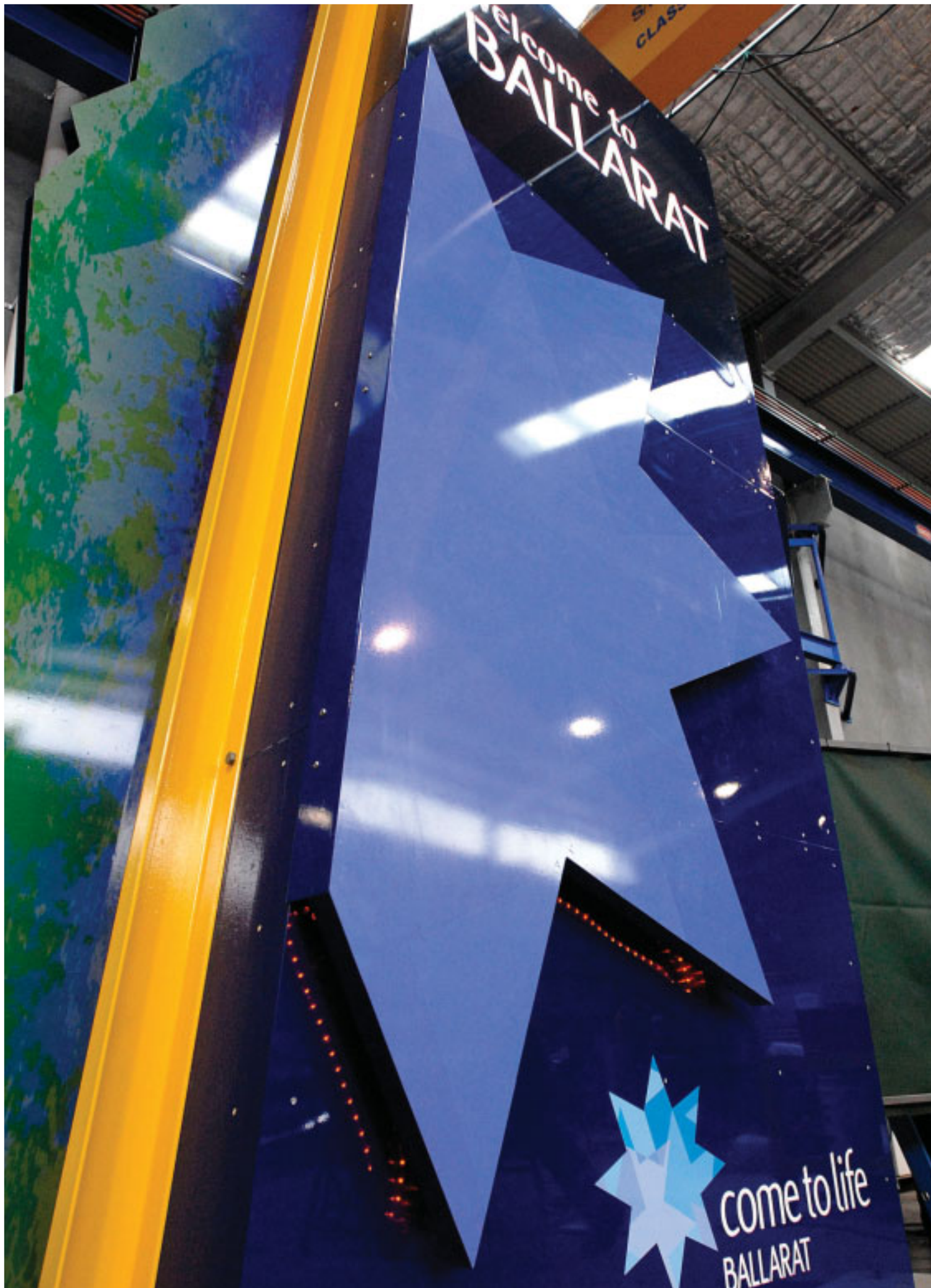
It is currently divided into nine electoral wards each represented by a single councillor. During the 2006-07 financial year the Victorian Electoral Commission conducted a review of the electoral structure of the City of Ballarat to ensure it provides fair and equitable representation for all people who are entitled to vote at a general election of the Council.

The Minister for Local Government accepted the Commission's recommendation that the municipality be restructured into a three ward electorate (North, Central and South wards) each represented by three councillors.

The transition to this new structure will occur at the next municipal general election on Saturday 29 November 2008.

The City of Ballarat adjoins the municipalities of Moorabool Shire (to the east) which separates Ballarat from the outer suburbs of Melbourne; Hepburn Shire (to the north); Pyrenees Shire (to the west); and Golden Plains Shire (to the south) which separates Ballarat from Geelong.





Our Vision

Our Mission

The City of Ballarat will provide to all its communities of interest efficient, responsive and accessible leadership, advocacy and service delivery that will also facilitate the realisation of the long term vision outlined in Blueprint Ballarat.

Our Values

- Putting in the extra effort.
- Getting things done.
- Working together.
- Being proud to belong.

The Council Plan Vision (adopted from Blueprint Ballarat)

Ballarat will be distinguished from other cities by the way it values and celebrates its natural environment, its history and its cultural life. A city in its own right.

By 2030:

- Ballarat will be a confident, outward looking city, as proud of its heritage as it is ambitious for the prosperity and wellbeing of its people;
- Ballarat will be a leader in its management of the natural environment;
- Ballarat's management of its built environment will be regarded as a model for the skill with which it redeploys heritage buildings to worthwhile new uses;
- Ballarat will regard its history as a precious repository of lessons on how to better meet contemporary challenges;
- New industries, new transport links and targeted migration will have helped to boost the population across the whole region;
- Promoting itself as a Learning Community, Ballarat will have created a culture of learning and training that offers everyone in the community opportunities to develop new skills and interests throughout life;
- Knowing how much they have always had to rely on each other for their wellbeing and survival, the people of Ballarat will understand that sustainable prosperity only comes when everyone in the community shares it; and

- Above all, Ballarat will be a resilient, self-reliant city that draws confidence, energy and ideas from its own traditions and from the capacities of its own community.

Working towards the vision

Council has continued its commitment to achieving the vision of the Council Plan and Blueprint Ballarat.

The Council Plan is a vital planning document and Blueprint Ballarat remains relevant and important in shaping Ballarat's future.

In November 2007 the Blueprint Ballarat Community Committee released an updated version of the Blueprint document that took into account changes that occurred since Blueprint's inception in 2005.

A number of completed projects were removed and new priorities were added.

A new restructured nine member committee was established in November consisting of a chair, deputy chair and seven committee members each of whom were allocated a theme from Blueprint as their portfolio.

Each portfolio member formed a reference group to assist with the projects in their particular Blueprint theme.

With Blueprint Ballarat as its guide, Council in partnership with its community, is confident there is a sound direction for Ballarat's sustainable growth into the future.

Consequently, each of Council's projects are planned, implemented and evaluated with the goal of building a sustainable community.

The focus remains on environmental and social sustainability, combined with Council's Long Term Financial Strategy and commitment to good governance which will ensure Council is consistently and transparently working towards achieving the community's Blueprint Ballarat vision.

Our challenges

The major challenge for Council is to maintain its focus on delivering solutions particularly in relation to the issues of climate change.

Issues such as population growth, future residential development, an ageing workforce and future economic development also remain challenges.

Council has implemented long-term plans to address these issues and the continued assessment of these needs.

As was evident in 2007-2008 climatic changes create unexpected challenges and as a result Council also needs to remain flexible to re-direct Council resources as required.

Our Council

Council is a public statutory body constituted under the 'Local Government Act 1989'.

The Act determines the purposes and objectives of Council and defines a number of functions and powers which Council is required to undertake.

Ballarat City Council is currently divided into nine municipal electorate wards with one councillor elected to represent each ward.

Councillors are elected for a four-year term unless as the result of a by-election. In the 2007-2008 financial year two by-elections were held on 21 March 2008 as a result of the resignations of two councillors.

Cr Craig Fletcher was elected to replace Cr Geoff Hayes in the Alfredton Ward and Cr John Phillips was elected to replace Cr Wayne Rigg in the Learmonth Ward.

Council is responsible for the organisation's direction and overseeing its performance on behalf of the Ballarat community.

In 2007-2008 there were 22 ordinary Council meetings held on the second and fourth Wednesdays of the month with the exception of December 2007 and January 2008.

There were also five special Council meetings on 2 and 9 July 2007, 28 August 2007, 19 December 2007 and 18 June 2008.

The statutory meeting on 10 December 2007 was held to elect the Mayor and the Deputy Mayor for the next 12 months.

The Council Meeting agenda includes a public question time as a standard item and members of the public, with prior notification, are invited to make submissions to the Council at the meeting and to participate in the local democratic process.

Council holds closed meetings on the first and third Wednesdays of each month to discuss the matters to be placed on the agenda for the next Council Meeting.

Caledonian Ward – Cr Stephen Jones
(Mayor – Dec 2007-current)
Elected: 18 March 2002
Lead: Water, Blueprint Ballarat, Asset Management
Ph: 0408 537 469
Email: mayor@ballarat.vic.gov.au



Sebastopol Ward – Cr Des Hudson
(Deputy Mayor – Dec 2007-current)
Elected: 18 March 2002
Portfolio: Community Wellbeing and Sustainability
Lead: Blueprint Ballarat, Ballarat Begonia Festival
Ph: 0409 865 093
Email: deshudson@ballarat.vic.gov.au



Alfredton Ward – Cr Craig Fletcher
Elected: 21 March 2008
Portfolio: Governance
Ph: 0417 503 071
Email: craigfletcher@ballarat.vic.gov.au



Buninyong Ward – Cr Peter Innes
Elected: 18 March 2002
Portfolio: City Marketing and Business Development
Ph: 0437 688 659
Email: peterinnes@ballarat.vic.gov.au



Canadian Ward – Cr Gary Anderson
Elected: 27 November 2004
Portfolio: City Infrastructure and Development
Lead: Heritage
Ph: 0418 503 770
Email: garyanderson@ballarat.vic.gov.au



Central Ward – Cr Herman Ruyg
Elected: 27 November 2004
Portfolio: Community Wellbeing – Aged and Disability Services
Lead: Heritage
Ph: 0409 153 092
Email: hermanruyg@ballarat.vic.gov.au



Learmonth Ward – Cr John Phillips
Elected: 21 March 2008
Portfolio: People and Culture
Lead: Water
Ph: 0419 200 686
Email: johnphillips@ballarat.vic.gov.au



Nerrina Ward – Cr Ian Jolly
Elected: 16 August 2003
Portfolio: City Infrastructure and Development
Ph: 0418 617 996
Email: ianjolly@ballarat.vic.gov.au



Wendouree Ward – Cr David Vendy
Elected: 21 March 1996
Portfolio: Finance
Lead: Ballarat Livestock Selling Centre, Long Term Financial Strategy



Cr Geoff Hayes, Alfredton Ward – Resigned 21 March 2008 and Cr Wayne Rigg, Learmonth Ward – Resigned 29 February 2008

Our Organisation

The City of Ballarat aims to be an Employer of Choice and is committed to providing a positive working environment, encouraging and valuing high performing staff who deliver high quality services to the community.

The vast majority of Council employees are also residents of the municipality, enhancing the organisation's commitment to its community.

Through business improvement processes, internal communications, performance reviews and staff development programs Council strives to be an Employer of Choice.

This is reflected in its policies which have an emphasis on development and work/life balance.

In promoting the organisation as a leader of employee support, the City of Ballarat provides a wellbeing program that incorporates a number of health services including physiotherapy and discounted gym memberships.

Other initiatives include family-friendly arrangements, leave provisions consisting of paid maternity/paternity and adoption leave and study assistance.

The City of Ballarat's training and development programs offer employees the opportunity to explore different career paths within Council.

A confidential Employee Assistance Program (EAP) is also available for staff to access for both work and non-work related matters.

Leadership Team

The City of Ballarat's leadership team comprises the Chief Executive Officer and seven directors.

It is the executive management team's role to manage the day-to-day organisational and administrative responsibilities of the City of Ballarat, and to ensure its strategic objectives are met.

The City of Ballarat's directors oversaw the following responsibilities during the 2007-2008 financial year:

Chief Executive Officer
Anthony Schinck



People and Culture

Garry Davis – Director

- Human Resources
- Risk Advisors
- Business Improvement
- Remuneration and Benefits
- Learning and Development



City Marketing and Business Development

George Sossi – Director

- Tourism
- Ballarat Fine Art Gallery – Her Majesty's Theatre
- Eureka Centre
- Marketing and Communications
- Economic Development
- Visitor Information Centre



Community Wellbeing

Carolyn Barrie – Director

- Community Strengthening and Services
- Family, Youth and Children's Services



City Infrastructure

Jeff Haydon – Director

- Infrastructure Development
- Infrastructure Delivery
- Infrastructure Operations



Planning and Development

Darren Booth – Director

- Regulatory Services
- Strategic Planning
- Building Services
- Statutory Planning



Sustainability

Ian Rossiter – Director

- Corporate Planning
- Corporate Projects
- Environmental Programs
- Recreation and Open Space Planning



Finance and Corporate Services

Glenn Kallio – Director

- Budget
- Fleet Management
- Customer Service
- Legal
- Financial Services
- Information Services
- Governance

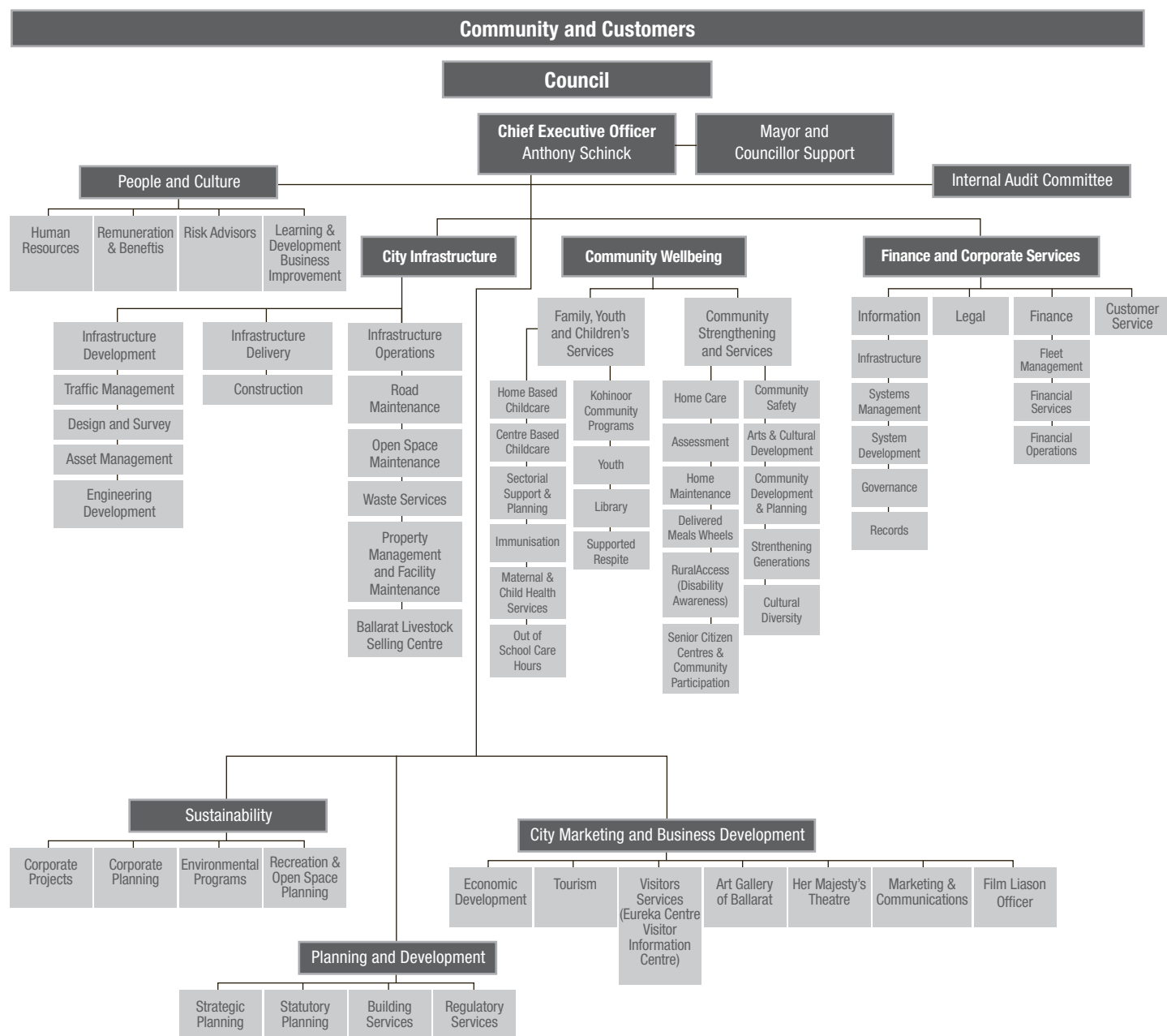


Organisation Structure

Council undertakes regular evaluations and reviews to ensure it is working towards achieving the objectives of the Council Plan and the longer term Blueprint Ballarat vision. As positions become vacant, each is reviewed before it is filled.

Consequently changes occur within the organisation to ensure it is efficient and structured to best meet the demands of its community. Council continues to strive for excellence, high performance and innovation, so that its 24 business units can better deliver over 100 very

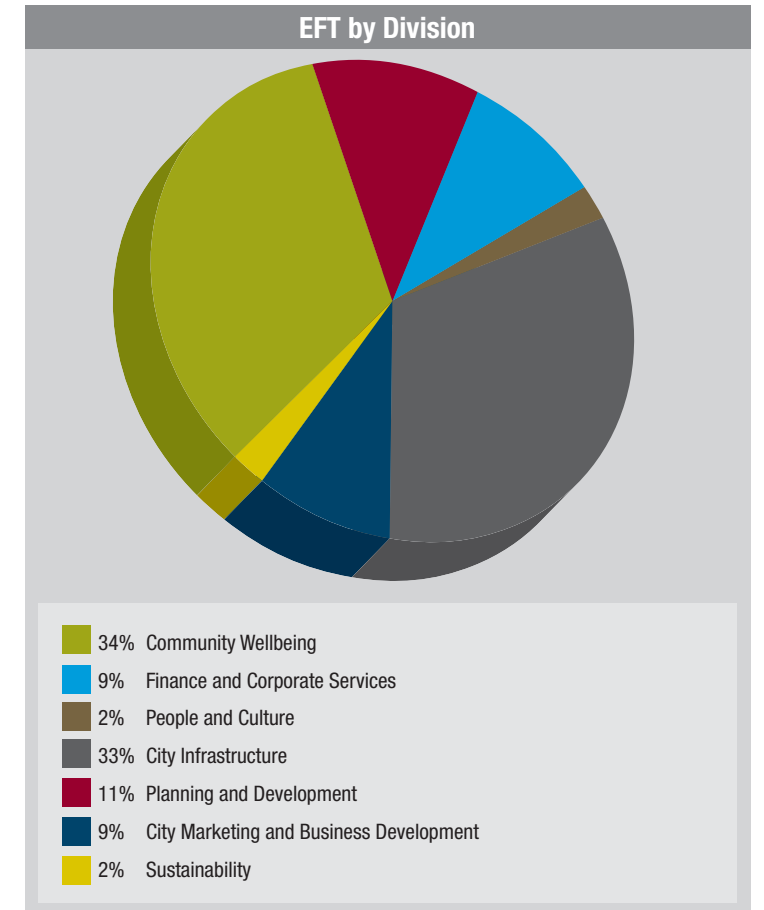
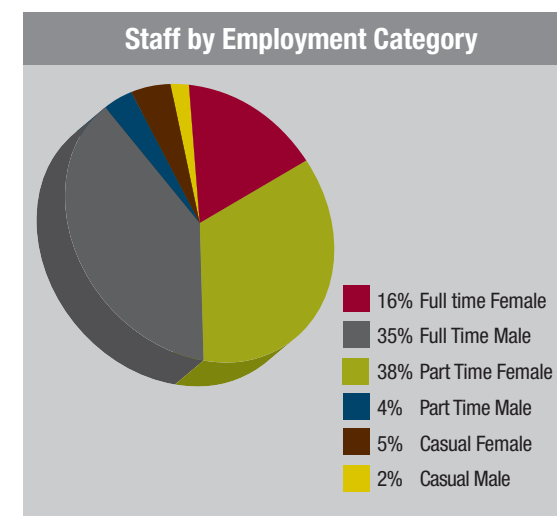
diverse products and services to the community every day. The organisation will continue to evolve as necessary to ensure maximum service delivery and performance are continually provided to the community.



Staff Profile

As at 30 June 2008 Council employed a total of 746 full-time, part-time casual and temporary staff. During the year there were 107 departures of permanent and temporary staff representing a staff turnover of approximately 14.3%. Employee commencements to full-time, part-time and temporary positions totalled 130.

Total remuneration paid to all categories of employment was \$31,000,901 with superannuation costs being \$2,653,816



Division	female total	female eft	male total	male eft	full time female	full time male	part time female	part time male	casual female	casual male	staff total	staff eft
Community Wellbeing	255	180.6	20	14.3	35	3	201	15	19	2	275	194.8
Finance and Corporate Services	33	28.5	22	20.9	23	20	9	1	1	1	55	49.4
People and Culture	5	4.5	6	6	4	6	1	0	0	0	11	10.5
City Infrastructure	21	18.3	175	175	14	175	7	0	0	0	196	193.3
Planning and Development	75	30.4	42	34	17	32	54	9	4	1	117	64.4
CEO's Office	2	2	1	1	1	1	0	0	5	0	3	3
City Marketing and Business Development	47	29.1	29	20.8	20	15	11	3	16	11	76	49.8
Sustainability	6	4.9	7	6.4	4	6	2	1	0	0	13	11.3
Total	444	298.2	302	278.3	118	258	285	29	40	15	746	576.5

EFT - Full-time and part-time*

*Temporary positions are in addition to EFT. Vacancies are included in EFT, but not casual and agency staff.

Our Year in Review



July 2007

- Introduction of community awareness campaign on sustainability
- The first of Ballarat's new entrance signs installed and the first stage of beautification of entrances with the planting of over 5000 native trees and grasses
- Celebration of the 150th anniversary of the Ballarat Botanical Gardens
- Work commenced on preparatory works to deepen and upgrade the rowing course on Lake Wendouree
- The design and consultation phases for Ballarat's second railway station got underway
- Historic painting of Lake Wendouree by artist Thomas Thompson unveiled at the Ballarat Fine Art Gallery
- Council's Come to Life cycle team donated \$10,000 to Gandarra Palliative Care

August 2007

- Hosted the Australian Cycling Grand Prix with almost 350 entries and around 5,000 spectators
- Announcement that Ballarat will move to three wards from nine, to be implemented in November 2008
- Successful Ballarat Business month held
- Council, Ballarat Health Services and the Selkirk Roosters hold a community football game to raise health awareness issues
- Changes made to organisational structure which included the creation of a Sustainability Division and creation of the Marketing and Business Development Division
- Ballarat consortium Civic Place Group Pty Ltd appointed by Council as the preferred developer for the Civic Hall site

September 2007

- Two trees planted by the Victorian Governor Professor David de Kretser AO in the Ballarat Botanical Gardens to celebrate the 150th anniversary
- Stuffest held with hundreds of young people enjoying four days of fun youth activities and entertainment
- Council gave in-principle support to a plan to overcome safety issues and traffic congestion on Sturt St while preserving the Avenue of Honour.

- Council released Council's performance scorecard
- City's CitySafe Taxi Rank moved to a new location at the corner of Sturt and Lydiard Street North and extended its hours
- Workplace Participation and Skills Communication Plan launched
- Over 100 representatives of organisations and clubs received funding from Council's Community Development Grant Scheme
- Council appointed a new Development Connections Co-ordinator in conjunction with the State Government
- The first boards on Lake Wendouree's View Point Boardwalk laid
- Ballarat was a regional finalist in the annual Tidy Towns Awards and progressed to the State finals
- CGU Commerce Ballarat Business Excellence Awards held
- Ballarat Wine and Food Expo held at the Mining Exchange
- Council adopted the Environmental Sustainability Strategy
- Council CEO Richard Hancock announced his resignation
- Signing of a heads of agreement by Council, the University of Ballarat and Singapore Technologies Aerospace for the establishment of a commercial pilot training academy at the Ballarat Airport
- Council appointed advisor for key projects

October 2007

- Ballarat Seniors' Festival held
- Launch of Ballarat as a Child and Family Friendly City on International Children's Day
- Council's Home Care Service received additional funding to implement water saving initiatives for Home Care clients
- Ballarat's Multicultural Ambassador Program first anniversary dinner
- Skilled Migration Project launched to assist Ballarat employees in recruiting migrants already in Australia and from overseas
- Council's before school childcare program gained accreditation
- Ballarat's annual Japanese speech and cultural contest held
- Council's China Challenge held
- Community Safety Month held

- SSMART Answers Conference held to tackle issues of binge drinking and substance abuse in the community
- Free entry day at the Ballarat Fine Art Gallery
- Community Safety winners announced

November 2007

- Anthony Schinck announced as interim CEO
- New Council business initiative Ballarat Futures announced
- 'A United Vision,' Ballarat Multicultural Summit held
- Announcement of an Indian food technology company to establish a specialist spice oil extraction plant in Ballarat
- Launch of e-services Council's electronic online system
- Council delegation to East Timor returned to Ballarat
- Council's Health and Wellbeing plan launched
- The American Ambassador to Australia, Robert D McCallum Jr, visited Ballarat
- Council staff participate in Walk to Work Day
- Water saving initiatives adopted and better public toilet facilities completed
- Council calls on community to adopt a tree
- Announced that all five of Council's outdoor swimming pools will open with water saving initiatives
- Detox your Home program conducted
- SPI and Council staff tackled weeds at Black Hill Reserve with the release of Gorse Thrips
- Celebration of White Ribbon Day to combat violence against women
- New Artistic Director Roland Rocchiccioli announced for Ballarat
- Burumbeet Hall reopened
- Launch of Ballarat's Official Visitors' Guide

December 2007

- 'Come to Life It's Christmas' free community event held in Sturt Street.
- Eureka Week held to commemorate the 153rd anniversary of the Eureka uprising in Ballarat
- Work began on new facility for the Friends of the Ballarat Botanical Gardens

- Cr Stephen Jones elected new Mayor
- Cr Wayne Rigg and Cr Geoff Hayes announced their resignations from Council

January 2008

- Anthony Schinck was appointed the new CEO
- Scody Australia Open Road Cycling Championships held
- Australia Day events held and Ballarat Australia Day winners announced, Craig Schepis, Joel Davies and the University of Ballarat Accommodation Services
- 'Arts in the Park' program commenced
- Council, CFA and DSE conduct a controlled burn on Lake Learmonth to combat Fairy Grass
- Council gained accreditation under the Waste Wise program
- Traffic signals at the Geelong Road/Hocking Avenue intersection in operation.
- Organs of the Ballarat Goldfields Festival held
- A new water recycling system in operation at Eureka Pool
- Council received four expressions of interest from companies interested in developing the Ballarat Livestock Selling Centre
- Sebastopol's Albert Street transformed with new steel tree sculptures installed on lamp posts

February 2008

- 'Come to Life' Cycling Classic held
- Work on the creation of Willow Island at Lake Wendouree began
- Council received \$160,000 in funding from the Federal Government to maintain the Australian Ex-Prisoners of War Memorial at Lake Wendouree for the next four years
- 2008 Ballarat Youth Council announced
- Review of Council's Economic Development Strategy commenced
- Gathering held at the Town Hall to hear a formal apology to members of the Stolen Generations from the Prime Minister
- Council's 'Come to Life' bus hit the road
- First new residents' function for the year held
- Council's Director of People and Culture visited Council's sister city, Inagawa-cho

March 2008

- Council by-elections held on 22 March after the resignation of two councillors
- 'Trek for Timor' held with over 300 participants
- Clean up Australia Day held
- Council joins in Earth Hour on 29 March in switching off lights
- Cultural Diversity Week held
- Announcement of Indian investment company iGATE solutions to set up in Ballarat
- New Councillors Cr Craig Fletcher elected to the Alfredton ward and Cr John Phillips elected to the Learmonth ward
- Ballarat Begonia Festival held
- New home unveiled for the Friends of the Ballarat Botanical Gardens

April 2008

- Ballarat Regional Forum on Climate Change held
- Refurbishment of the Ballarat Fine Art Gallery unveiled
- New traffic signals at the Glenelg Highway-Alfred Street intersection installed
- Multicultural Youth Ambassadors appointed
- Council's Community Safety survey released to the community
- RACV Fly the Flag Western District tour goes through Ballarat
- Formal opening and celebration of the completion of Stage One works at the Ballarat Mechanics' Institute
- Council adopted Open Space Strategy
- Premier John Brumby announced funding for sports floodlighting at Buninyong
- Revised forecast for filling Lake Wendouree launched taking into account climate change
- The first Chinese pilots arrived in Ballarat to train at the Ballarat Airport
- New Directors appointed to the divisions of City Infrastructure, Planning and Development and Community Wellbeing
- Works began on resurfacing the Ballarat Skipton Rail trail

May 2008

- Innovation Festival held
- Ballarat Heritage Weekend successfully held on Mother's Day Weekend
- Ballarat Autumn Day Ride held
- Launch of Council's Family Postcard project
- Responsible Gambling Week held
- RSPCA Million Paws walk held around Lake Wendouree
- Celebration of Law Week at the Eureka Centre
- Community Development Grant workshops held
- Rehabilitation works of Sturt Street between Dawson and Doveton Streets began
- New irrigation system using recycled water at Sebastopol's Marty Busch Reserve came into operation
- New automated doors at Her Majesty's Theatre installed
- Entire diesel fleet is converted to bio-diesel delivering cost savings and reduction in exhaust emissions

June 2008

- A water diversion system to water the Ballarat Botanical Gardens installed
- Council recognised by The Breastfeeding Association as a baby feeding friendly workplace
- Council joined the Australian recycling program to recycle mobile phones
- A formal mess dinner held at the Town Hall in honour of the HMAS Ballarat
- Lake Learmonth walk and talk sessions held to discuss development options for the north shore of the Lake
- Council endorsed Master Plans for Wendouree West and Alfredton Recreation Reserves
- Council received funding from the State Government and AFL to upgrade the Northern Oval
- Ballarat's first bus challenge held on World Environment Day
- Council sent two delegates to East Timor
- Council's 2008/09 Budget and Council Plan 2008-2013 adopted



02. Our Performance

Our People

Objective. Ballarat wants to attract new residents at a rate that enables the local economy to compensate for its rapidly ageing population and low birth rate, ensuring it has the right population mix to thrive as the region's hub, while allowing Ballarat to retain its character and strong sense of community.

Strategic Priorities

- Manage population growth so that planning for new infrastructure, Council services and housing, office and industrial development, keeps pace with needs, is environmentally sustainable, and occurs within the framework of Council's overall strategic plans and vision.
- Attract and retain new residents in a coordinated way.
- Commit resources to growing Ballarat's population while simultaneously improving the skills base across the local community.
- Use incentives to attract skilled residents and those people able to bring new businesses to the municipality.
- Address issues of population growth in ways that build on population programs in place at State Government level.
- Provide support to young families as a way of increasing the proportion of children in the population.

Key Indicators and Performance for 2007-2008

Indicators	Performance
Issue a minimum of 400 My Choice packs to newly relocated residents.	Council distributed 524 My Choice packs to new residents during the year.
Host four receptions to welcome new residents to Ballarat.	Four functions were held during 2007-2008 to welcome new residents to the municipality.
Achieve an annual community satisfaction survey rating of an indexed mean of 76 for interaction and responsiveness in dealing with the public.	An annual rating of an indexed mean of 69 for interaction and responsiveness in dealing with the public was attained. See Performance Statement for explanation on page 112.
Patronage (utilisation levels) of Council's children's centres: 85% at Girrabanya Childcare Centre; 75% at Wendouree Children's Centre; 65% at Occasional Childcare Centre.	At the end of 2007-2008 the results were: 93% at Girrabanya Childcare Centre; 80% at Wendouree Children's Centre; 75% at Occasional Childcare Centre. Meeting the goals can be attributed to the integration of kindergarten sessions with childcare which allows families with a number of children to access care at a single facility. Other reasons may include increased awareness of the services amongst new residents and refugees and the increased Ballarat birth rate.

Our People

Performance Against Strategic Priorities

The Council Plan outlines a number of specific projects related to the various priorities under 'Our People', to be undertaken between 2007 and 2012. The following section outlines the progress and status of those projects undertaken during the 2007-2008 financial year.

Council Plan priority – Attract and retain new residents in a coordinated way

A multicultural summit was held on 15 November 2007 and brought together organisations in the welfare, education, housing, employment, medical, recreation, sport and emergency sectors which provide services to the growing migrant population in Ballarat. The summit reviewed the current situation of migrants in Ballarat and formed a multicultural think-tank to co-ordinate strategies and programs to facilitate the successful integration of migrants into the Ballarat community.

Council continued with its African BEAT (Building Employment and Acceptance Together) program which provides assistance to newly arrived migrants to find permanent employment. Council also appointed three multicultural youth ambassadors in January 2008 (originally from Japan, Egypt and Sudan) as an extension of the multicultural ambassador program. The youth ambassadors' role involves visits to schools, community groups, service clubs, industry groups and employers to promote awareness of multicultural issues and assist in the implementation of special migration projects.

Council initiated a project to assist Ballarat employers in recruiting migrants already in Australia and from overseas. The program assisted areas with skills shortages (such as the medical profession, accountants, chefs and metal fitters) and employers to look as broadly as possible to find the skills they require. Council's Skilled Migration Project supported the initiative by providing links to existing databases of potential migrants, by promoting vacancies to existing networks within countries of potential recruitment and by providing information sessions for employers to learn more about employing skilled migrants.

Council Plan priority - Provide support to young families as a way of increasing the proportion of children in the population

After an extensive child and family consultation process was completed in May 2007 Council endorsed a number of recommendations to enhance Council's child and family services. The community indicated a child and family friendly city was one with a philosophy that embraces children and families and treats them as highly valued citizens.

Council was successful in securing funding from the State Government for the redevelopment and expansion of the Girrabanya Children's Centre into a hub of integrated services provided for children in their early years. Childcare, preschool, maternal and child health, playgroups, parent education and family counselling services will all be co-located there. Concept designs were completed and construction will commence in the next financial year with operation to begin in early 2009.

In January 2007 Council took over the management of the Wendouree kindergarten and began delivering an integrated model of childcare and preschool services in association with Council's Wendouree Children's Centre. Council increased enrolments at the kindergarten from 13 to 28 by the end of the year and the Wendouree Children's Services proved to be a successful model of integrated childcare and preschool. Council approved the continued operation of the service in November 2007.

The Municipal Early Years Plan was reviewed and the Early Years Guide booklet was revised.

Challenges and Feedback

A proposed Residential Growth and Housing Strategy did not occur in 2007-2008. The current review of the Municipal Strategic Statement highlighted the urgent need for a Housing Strategy which will be a priority in 2008-2009.

The demand for family day care services remained high throughout 2007-2008 and Council continued to experience difficulty in recruiting a sufficient number of carers to meet the demand for this type of childcare.

A review of recruiting programs will be undertaken to develop strategies to make roles more attractive for a family day carer.



Our Aims for 2008-2009 and beyond

- Continue to integrate 'Come to Life' destination brand into current programs and initiatives.
- Maintain or increase current value of My Choice pack (currently \$20,000).
- Increase level of promotion of the Eureka packs in the business community.
- Implement first year priority actions from the Positive Ageing Strategy including development of an Aged Services Plan.
- Implement Council initiatives identified in Child and Family Friendly consultation report.
- Implement actions from revised Early Years Plan.
- Develop Girrabanya Children's Hub complex.
- Explore feasibility and pursue funding options for development of Sebastopol / Delacombe Maternal and Child Health Facility site.



Our Services and Infrastructure

Objective. Ballarat wants to co-ordinate the development of its infrastructure and services so that its capacity can meet the needs of its changing population and build a strong, prosperous and self-reliant local economy without gaps, waste or duplicated effort.

Strategic Priorities

- Co-ordinate all elements of physical and social infrastructure planning from the outset, including planning for environmental sustainability, economic growth, residential expansion and community wellbeing.
- Review all of Council's planning documents in light of Blueprint Ballarat.
- Consider infrastructure projects, both immediate and over-the-horizon, for their overall funding implications so that resources are used effectively for their long-term impact.
- Develop partnerships and networks that will enable Ballarat to advocate and lobby state and federal governments for major infrastructure funding.
- Ensure that infrastructure planning addresses priority needs, given that concepts in some areas are likely to be less well developed than in others.
- Demonstrate a major commitment to public transport and walking/cycling as alternative travel modes.

Key Indicators and Performance for 2007-2008

Indicators	Performance
More street and parkland trees planted than removed.	Council planted 694 street and parkland trees and removed 987, giving a net balance of 293 more plants removed than planted. The continuing severe drought meant more trees than usual succumbed to the conditions and died or became unstable requiring their removal. Fewer saplings were planted to replace these trees as there was not the water available to maintain them.
Complete four full street sweeping cycles of urban Ballarat.	Three and a half full street sweeping cycles of urban Ballarat took place over the course of the year. The reason for falling just short of the target was that drivers had to be transferred to higher priority areas for some of the time due to Fairy Grass.
Achieve an annual community satisfaction survey rating of an indexed mean for roads and footpaths of 56 and for traffic management and parking facilities an indexed mean of 56.	An annual rating of an indexed mean of 53 was achieved for the provision of local roads and footpaths, and an annual rating of an indexed mean of 52 was received for traffic management and parking facilities. A possible explanation for this result is contained in the Performance Statement on page 112.
Achieve an annual community satisfaction survey rating of an indexed mean of 60 for town planning policy and approval.	An annual rating of an indexed mean of 49 for town planning policy and approval was attained. A possible explanation for this result is contained in the Performance Statement on page 112.
Deliver on 95% of the Capital Works projects planned for 2007-2008.	As at the end of June 2008, 100% of Council's planned road infrastructure related Capital Works projects for 2007-2008 were completed and 100% of its non road infrastructure projects were commenced and/or completed, giving an overall result of 100%.

Our Services and Infrastructure

Performance Against Strategic Priorities

The Council Plan outlines a number of specific projects related to the various priorities under 'Our Services and Infrastructure' to be undertaken between 2007 and 2012. The following section outlines the progress and status of those projects undertaken during the 2007-2008 financial year.

Council Plan priority – Co-ordinate all elements of physical and social infrastructure planning from the outset, including planning for environmental sustainability, economic growth, residential expansion and community wellbeing

In partnership with the State Department of Transport, Council invested \$1.2 million to build 30 new bus stops and shelters to assist people with disabilities to use public transport. In collaboration with VicRoads a further \$200,000 was spent on other disability access improvements.

Under the Black Spot funding program Council received \$400,000 to complete works on the Beverin and Vickers Streets intersection, the Elsworth and Brittain Streets intersection, the east side of Wendouree Parade and the Yarrowee and Vickers Streets intersection.

Council also worked closely with the State Government, following its announcement of a second station to be built in Ballarat at Wendouree. The construction of the new station is part of an \$20 million plus package of rail upgrades that also includes improvements to the existing station.

Following the development by Council of a bicycle strategy, Ballarat will be a more cycling friendly city that caters for all types of bicycle riders. The vision is a community that embraces cycling as a practical transport choice, realising the health and social benefits. The final report was adopted by Council in August 2008.

Council and VicRoads commenced planning work on a project to duplicate Sturt St (Avenue of Honour) between Learmonth St and Ring Road and create a roundabout at the intersection of Learmonth Street and Sturt Street. The project will improve traffic, pedestrian and cyclist safety, reduce traffic congestion, provide easier access for residents and businesses along Sturt Street and provide greater protection for the Avenue of Honour.



Lake Wendouree

A number of projects have been undertaken as part of the Lake Wendouree masterplan and to support Lake Wendouree as a central part of Ballarat's cultural and historical fabric.

The Lake Wendouree water supply project

Council contributed \$876,500 to the second stage of the \$7 million water supply project, which saw water diffuser infrastructure installed within the dry lake bed in preparation for treated waste water supply in December 2008 by Central Highlands Water.

The Lake Wendouree Renewal Project

A commitment of \$2.2 million was made for the upgrading of Lake Wendouree's rowing course to make it suitable for national level competition and to undertake significant improvements to the shore areas adjacent to the start and finish lines of the rowing course. Temporary access paths were built to support the works to deepen and upgrade the rowing course. The compacted rock access tracks will be used as working platforms for the construction of sediment retaining walls. These walls will provide holding areas for material dredged from the rowing course. Information from community consultation with lake users, residents and the

broader community will be used in the final design of the foreshore extensions.

Lake Blitz

An investment of \$820,000 has been made in infrastructure improvements around Lake Wendouree which included the following projects:

- **View Point Boardwalk** – The construction of 220 metres of boardwalk at the historic View Point precinct. The project was jointly funded by State and Federal Governments, the local community and Council. The project provides a significant new precinct for activity, including the installation of more than 500 community naming plaques designed to reflect community input.
- **Swan Pool stage 2** – The creation of high grade pathways, completing pool walls and diverting storm water flows into the Pool.
- **Fairy Land bridge and pathways** – The replacement of a dilapidated outer pathway through the Fairyland precinct with a new walking path and curve-linear bridge.
- **Lake Pavilion promenade upgrade** – The creation of a high quality pathway along the edge of Lake Wendouree, allowing promenading opportunities between the Swan

Pool and Windmill Drive areas of the Lake.

- **Lake Pavilion pavement works** – The installation of high quality bluestone and tinted concrete finish pathways around the exterior of Piper's restaurant, creating new outdoor dining opportunities and enhancing historic aspects of the building.
- **Windmill Drive Creek** – The creation of a landscaped Australian style creek and bridge in an area adjacent to the popular Windmill Drive playground area.
- **Willow Island and hatchery pond** – The creation of an additional 4,500 square metres of high quality parkland through the establishment of an island adjacent to the Windmill Drive Creek. The island features extensive native plantings, two outdoor classroom areas and two footbridges.

These projects will provide a significant upgrade to the infrastructure supporting Lake Wendouree and enhance visitor and resident experiences of the Lake and its surrounds.



Our Services and Infrastructure

Council adopted the Asset Management Policy and Asset Management Strategy on 26 September 2007. The policy underlines Council's commitment to asset management and establishes a framework to ensure that asset management is undertaken in a structured, co-ordinated, cost effective and financially sustainable manner across the whole organisation. The strategy was developed to provide timeframes, actions and responsibilities for achieving the objectives of the policy.

One of the first actions of the strategy was to develop and implement a system which included a data register and maintenance system for roads, facilities and fleet.

A Planning Scheme amendment (C117) was prepared to implement future development and growth in the west and south west areas of the municipality as detailed in the Ballarat West Local Structure Plan. The Plan outlines the future service provision required for transport, social services, open space and recreation needs and retail/commercial opportunities, all to be undertaken using sustainable design and building practices. The amendment was sent to an independent panel to review. It will be submitted to Council in September 2008.

A Planning Scheme amendment (C88) relating to rezoning and redeveloping a number of former industrial sites as recommended by the Industrial Land Use Strategy was approved by the State Minister for Planning in June 2008.

In October 2007, as part of the process to relocate the Ballarat Livestock Selling Centre, Council invited expressions of interest from suitable organisations to develop and manage a new saleyards complex in their own right or as a joint venture with Council. Three preferred parties were short-listed and as of June 2008 were preparing their detailed submissions in response to a more specific Request For Tender document. The successful tenderer in this process will develop the new facility and it is hoped the announcement will be made in October 2008.

Ballarat consortium, Civic Place Group Pty Ltd, was appointed by Council as the preferred developer to redevelop the Civic Hall site. Preliminary designs revealed that the \$85 - \$90 million redevelopment will be

a mix of contemporary retail, commercial, accommodation and conference facilities, including bars and restaurants with public open spaces and street frontages.

The designs and the financials of the project were submitted to independent architectural and financial panels to determine whether the development was appropriate and architecturally significant, and if the Civic Place Group had the financial capacity to deliver the project. The reports from the two panels are due in late 2008.

As at June 2008 Council was negotiating the purchase of the land occupied by the Civic Hall from the State Government so that it can be sold to the developers in order for the project to proceed.

Council Plan priority - Review all Council's planning documents in light of Blueprint Ballarat

Council's primary land use strategic document is called the Municipal Strategic Statement (MSS) and is required to be reviewed every three years. In April 2008 Council appointed consultants to assist with the extensive review of the MSS. Many of Council's other strategic documents such as Blueprint Ballarat and the Environment Sustainability Strategy, were not operational during the previous review of the MSS in 2005. These documents will now have a major influence on the development of the new MSS.

In 2007-2008 pedestrian and signage works were undertaken in the Railway Station precinct and the Creswick Road gateway as part of the Central Business Area Urban Design Framework. The Framework's vision is to develop the Ballarat Central Business District (CBD) as an authentic and distinctive regional centre that enhances the heritage and character of Ballarat. This vision will be realised through excellence in design and functionality, facilitating economic development and encouraging a strong sense of place. Work associated with the Transit Cities program and the pedestrian and wayfinding strategy also complement the aims of the Framework.

The Framework recommended the development of an overall strategy, for the design, maintenance and future use of the Sturt Street Gardens. This strategy became known as

the Sturt Street Gardens – Conservation and Landscape Management Plan (CALM). The aim of the CALM Plan is to provide Council with a sound policy for the future management, use and development of the Sturt Street Gardens. Council adopted the Plan in April 2008.

Council Plan priority - Consider infrastructure projects, both immediate and over-the-horizon, for their overall funding implications so that resources are used effectively for their long-term impact

To help co-ordinate and market the region's upgraded public transport, Council in partnership with the State Government, appointed a new Development Connections Co-ordinator. The Co-ordinator undertook a number of activities designed to attract both businesses and residents, increase the number of visitors and attract more students to study in the region by highlighting improved rail and public transport connections. A major event of this program was the Ballarat Bus Challenge held on World Environment Day in June, which had 299 primary, secondary and tertiary students promoting and encouraging sustainable travel on Ballarat's public transport system.

Council Plan priority – Identify Council's infrastructure priorities in order to plan, lobby and advocate for them as effectively as possible

In November 2007 Council adopted a Tree Management Plan (TMP) which is designed to enhance the condition of trees and more effectively plan for the long term management of these natural assets and streamline daily decision making actions required to preserve trees. Some of the first actions implemented under the TMP were to inspect and manage trees most at risk from drought, such as the California Redwoods in the Ballarat Botanical Gardens, and to initiate an education program for the community that promotes the benefits and importance of trees and encourages residents to become tree stewards.

In March 2008 Council adopted the Ballarat Aerodrome and West Common Draft Land Use Concept Plan which outlines possible development at the Ballarat Aerodrome and surrounding public land known as West Common. The plan includes an extended runway, areas

devoted to aviation based industries, a business park, light industrial areas, community uses and sensitive conservation areas.

In August 2007 Council endorsed the preparation of plans to undertake external conservation works on the Ballarat Town Hall. It also approved a feasibility study to examine the viability of modifying the historic 'A' Hall to restore it to its previous role as the principal civic reception room inside the Town Hall.

Council Plan priority – Develop partnerships and networks that will enable Ballarat to advocate and lobby State and Federal Governments for major infrastructure funding

Council was successful in lobbying, with a number of other organisations, the new Federal Government for \$90 million in funding to complete the Goldfields Super Pipe. The Pipe became operational on 19 May 2008.

Council Plan priority – Ensure that infrastructure planning addresses priority needs, given that concepts in some areas are likely to be less well developed than in others

Council installed four city entrance signs as part of the City Entrances Strategy. The signs' design features relate to Ballarat's natural landscape, its mining past and the 'Come to Life' branding. They were erected on the Midland Hwy at Sebastopol and Creswick Rds, Learmonth Rd, Mitchell Park and the Western Hwy at Woodman's Hill. The northern entrance to the city was landscaped with the planting of 5,000 drought tolerant native trees and grasses.

Capital projects undertaken to address rural area infrastructure needs included the widening of Gillies Road between Cummins and Kennedy Roads. In partnership with Hepburn Shire Council, construction of Gillies Road between Glendaurel-Creswick Rd and Clunes to Creswick Rds, and the widening of West Berry Road. In conjunction with Golden Plains Shire Council also worked to rehabilitate the Buninyong-Mt Mercer Road.

Another rural project was undertaken to identify where key changes in planning policy are required to take account of rural residential living needs, environmental issues and agriculture.

A final report will be considered by Council in the first half of 2008-2009.

In April 2008 Council adopted the Ballarat Open Space Strategy which is a generic open space planning tool to assist and support daily planning, development and management of the city's open space network. It provides the framework for decision making, where masterplans need to be developed and what level of development is appropriate to a particular type of open space.

Council Plan priority – Demonstrate a major commitment to public transport and walking/cycling as alternative travel modes

Bio-diesel was progressively introduced into the diesel fleet over the year and by June 2008 all of Council's 99 plant and diesel vehicles were converted to run on bio-diesel. This will reduce Council's carbon footprint. The conversion is estimated to have reduced Council's vehicle exhaust emissions by 280 tonnes per annum and saved \$67,000 a year in fuel costs.

Council was successful in attracting \$250,000 in funding from the Federal Government and \$300,000 from VicRoads for works to upgrade the Ballarat – Skipton Rail Trail. The upgrade will increase the number of people using the 52.8km walking and cycling trail built on the old Ballarat Skipton railway line. Increased use will benefit Ballarat and Skipton and the towns in between and raise the profile of the region's historical features and provide learning experiences for educational groups.

Challenges and Setbacks

Climate change and continuing dry conditions caused issues for maintenance of unsealed roads (due to lack of moisture for grading and an increase in dust), footpaths, and kerb and channel, due to ground movement and tree roots.

Fewer stock were sold through the Ballarat Livestock Selling Centre also as a result of the drought and the Equine Influenza scare.

Our Aims for 2008-2009 and beyond

- Complete Wendouree Parade bike path.
- Complete Ballarat Skipton Rail Trail upgrades.
- Support VicRoads with the duplication of Sturt St between Learmonth St and Ring Road.
- Identify and prepare applications for transport priorities in partnership with surrounding municipalities.
- Continue to upgrade public transport infrastructure in partnership with State Department of Infrastructure.
- Submit Black Spot funding bids. Continued monitoring of road safety and identification of black spots.
- Finish Yacht Club Precinct and Durham Point improvements at Lake Wendouree
- Implement further actions recommended by the Water Resources Committee including treatment of industrial waste water and dew harvesting.
- Continue the implementation of the Integrated Asset Management System.
- Identify scope of works and associated funding required for major heritage infrastructure rehabilitation.
- Undertake further detailed planning for priority residential growth areas in Ballarat West.
- Finalise amendment to Planning Scheme for Miners Rest Outline Development Plan.
- Review the Industrial Land Use Strategy.
- Continued implementation of the Rural Area Plan.
- Finalise planning process and initiate relocation process for Ballarat Livestock Selling Centre.
- Commence project following completion of planning approval process for Civic Hall redevelopment site.



Our Jobs and Investment

Objective. Ballarat wants to be a place where doing business and investing is attractive because of its dynamic and versatile local economy and its flexible, skilled workforce.

Our Strategic Priorities

- Balance attracting investment with skill training of local people.
- Stimulate new employment opportunities by:
 - attracting more government and private investment;
 - developing manufacturing career and employment options to attract employees;
 - providing adequate public transport and affordable housing;
 - avoiding residential segregation and creation of disadvantaged areas;
 - addressing misalignment between work and skills;
 - creating more full-time work opportunities; and
 - helping young people to become job ready.
- Increase workforce participation in specific population sectors, including mothers returning to work, spouses of new residents seeking work and post-45-year-old workforce participation.
- Align Ballarat's manufacturing growth plans with state and Federal Government initiatives.
- Establish effective networks, partnering and mentoring relationships, to match people, jobs and businesses.
- Market Ballarat as a highly-skilled, educated employment area through the promotion of its diverse, high-quality educational and research facilities, developing technology-based sectors, and the size, quality and sophistication of its health sector.
- Encourage an entrepreneurial culture in Ballarat's business sector and its youth.

Key Indicators and Performance for 2007-2008

Indicators	Performance
Undertake two business surveys to analyse economic activity.	Council's Economic Development Unit completed one business confidence survey during the year.
Issue a minimum of 30 Eureka Business Packs.	Four Eureka Business Packs were distributed in Ballarat in 2007-2008. This result suggests the need to improve the value or business awareness of the packs.
Number of visits to Economic Development website is equal to or greater than 20,000.	For 2007-2008 the total number of visits was 38,798.
Provide six investment prospectus updates.	A total of four statistical information updates were completed in 2007-2008.
Attract 2 million visitors to Ballarat and increase overnight visitation by one percent.	Tourism visitors were approximately 1,900,000, however, the overnight visitation increased by 29%.
Receive an indexed mean rating of 63 for economic development in the annual community satisfaction survey.	An indexed mean rating of 63 was received for economic development.

Our Jobs and Investment

Performance Against Strategic Priorities

The Council Plan outlines a number of specific projects related to the various priorities under 'Our Jobs and Investment' to be undertaken between 2007 and 2012. The following section outlines the progress and status of those projects undertaken during the 2007-2008 financial year.

Council Plan priority – Balance attracting investment with skill training of local people

The Workforce Participation and Skills Advisory Group examined relevant research, statistics and reports and undertook consultations with key stakeholders to develop a Skills Communication Plan and an Action Plan with four major projects. Much of this work will be delivered in 2008-2009.

Council Plan priority – Develop new employment opportunities by:

- attracting more government and private investment;
- developing manufacturing career and employment options to attract employees;
- providing adequate public transport and affordable housing;
- avoiding residential segregation and creation of disadvantaged areas;
- addressing misalignment between work and skills;
- creating more full-time work opportunities; and
- helping young people to become job ready

The Tourism and Economic Development Special Rate and Charge (TEDSRC) was reviewed and a decision was made to continue it in order to fund specific initiatives.

One new initiative under the TEDSRC is the Ballarat Futures program designed to increase business activity, visitation and the number of new residents moving to Ballarat.

One of the Futures projects was the creation of a VIC 1000 program to provide 200 businesses with energy, water and waste audits and help them to reduce their energy and water consumption, and waste generation. The program also helped them with their visual merchandising and marketing strategies.

Council Plan priority – Align Ballarat's manufacturing growth plans with State and Federal government initiatives

As part of its role to attract new business and investment opportunities to Ballarat, Council organised two inward buyer missions to India. The missions followed a successful trade and investment delegation to India in November 2007. The missions occurred in May and June 2008 with a total of four Indian companies visiting Ballarat to investigate possible opportunities.

The success of such buyer missions was demonstrated by the announcement in October 2007 that Indo Global Spices (IGS), an innovative Indian food technology company, will establish a specialist spice oil extraction plant in Ballarat. The initiative was made possible by a partnership between Nutralax (an Australian company set up by IGS), Council, the University of Ballarat and the State Government.

Another Indian based company attracted to Ballarat was iGATE Global Solutions Ltd, a global integrated technology and operations company. The \$2 million investment will create 40 jobs over the next two years. This development demonstrates again that Ballarat's proactive approach to international investment is bearing fruit, particularly with India. Council has assisted iGATE to source office premises and provided guidance on staff recruitment and training.

A food and wine expo, 'Taste', was held on 16 September 2007 with over 1000 locals and visitors sampling the local produce. The expo showcased the region's fine wine, cheeses, fish, olives, delicatessen products, meat and produce. The success of the expo demonstrated what can be achieved when government, the local food cluster, export networks and strong tourism work well together.

Council Plan priority – Market Ballarat as a highly-skilled, educated employment area through the promotion of its diverse, high quality educational and research facilities, developing technology-based sector, and the size, quality and sophistication of its health sector

In September 2007 Council and the University of Ballarat signed a heads of agreement with Singapore Technologies Aerospace to establish a commercial pilot training academy at the Ballarat Airport. The Academy, known as the Aviation Training Academy Australia, operating in May 2008 with the first intake of 14 Chinese trainee pilots arriving to begin their intensive instruction. Council leased land and facilities to the Academy and the University provided

student accommodation, classrooms and English language training. This venture is projected to bring an overall economic benefit to Ballarat of over \$7 million per annum.

Council successfully held the 2008 Innovation Festival in May 2008. Sustainability was the major theme and the Festival's 20 events drew healthy crowds, attracted quality speakers and connected local business with the knowledge, skills and networks they needed to develop ideas and to guide them in setting up their business.

Council Plan priority – Establish effective networks, partnering and mentoring relationships to match people, jobs and businesses

The B31 business expo was held throughout the month of August 2007. The expo brought expert business advice direct to the region. One of the highlights was the Council sponsored Human Resource Management Conference which focussed on issues and strategies to improve management, recruitment, training and staff retention. B31 complements the business support services which Council provides throughout the year including assistance and information, referrals on starting or growing your business, strategic research and planning and funding opportunities.

Council successfully hosted the National Agribusiness Summit in July 2007.

Council Plan priority – Encourage an entrepreneurial culture in Ballarat's business sector and its youth

In March 2008 Council adopted the Ballarat Tourism Strategy, Towards 2020. The strategy will lay the foundation for the co-ordinated and sustainable development of tourism in Ballarat and give industry and government the vision, goals, targets and actions to meet the challenges and opportunities facing the industry over the next 12 years.

Council continued to attract national and international film makers to Ballarat and much of this success is attributed to Council's film website www.filmballarathepburnandbeyond.com.au which was the first regional film website developed through Film Victoria's Location Victoria initiative.

Council implemented a 'film friendly' and 'fee free' policy as it strives to be the country's premier provincial destination for filmmakers.

Challenges and Setbacks

The Goldfields Tourism campaign was delayed until 2009 due to planning issues at a regional and state level. Council was unsuccessful in its bid to host the Rotary Zone 9790 Conference in March 2009 which would have attracted over 1,000 delegates.

The presentation and size of the Begonia Festival continued to be affected by the drought conditions.

The downturn in domestic visitation was due to increased expenses in fuel and generally lower discretionary spending of families, which reduced the level of investment in the Ballarat economy.

Our Aims for 2008-2009 and beyond

- Implement recommendations from review of the Retail Strategy.
- Monitor progress of Workforce Participation Skills Group's actions to ensure employment outcomes are being achieved.
- Implement projects enabled by the Tourism and Economic Development Special Rate and Charge.
- Analyse quarterly employment and workforce statistics to identify trends and advocate to key stakeholders.
- Workforce Participation Skills Group to work with industry and training providers to develop programs targeted at the mature age workforce.
- Development of industry sector business plan.
- Attract inward buyer missions to Ballarat to provide export opportunities for manufacturers.
- Development of an eHealth activity 'map' and associated case studies on eHealth capabilities.
- Promote regional cooperation between Ballarat and neighbouring councils in order to achieve region wide development outcomes.
- Support and attract funding for ICT Cluster Stages.
- Support community not-for-profit organisations having a Web presence.
- Participate in Ballarat ICT Infrastructure Advisory Group to develop infrastructure framework.
- Establish Ballarat ICT Events Committee to develop and promote an annual program of ICT events that engages Ballarat's ICT sector.
- Facilitate professional development and accredited training programs for the agribusiness sector.
- Implement the recommendations from the Workforce Participation Skills Group's Communication Strategy.
- Participate in targeted external events that promote Ballarat as a place to live, work and invest.
- Implement levels 2 and 3 of Tourism Victoria's professionalism and excellence strategy.
- Continue to work with the industry clusters in Ballarat to identify and pursue new product and market opportunities.
- Continue to lobby for philanthropic and Federal Government funding to supplement the State Government's funding for the Stage 2 redevelopment of the Eureka Centre.
- Continue collaboration with other councils in the region through the 'Film Ballarat Hepburn and Beyond' group to attract film production to the area.





Our Health and Resilience

Objective. In 2030 Ballarat wants its health and wellbeing to rate among the highest in the country, reflecting the community's active involvement in healthy life choices and the high standards of Ballarat's health care services.

Strategic Priorities

- Plan and provide for the specific health care needs of an ageing population and the expected additional new young families and professionals who will move to Ballarat.
- Promote the full range of health-related services available to the community.
- Apply the latest research findings to the task of creating better levels of community wellbeing and cohesion.
- Encourage greater use of non-car transport options: walking, cycling and taking public transport.
- Make physical exercise a priority across the community and within employment.
- Inform and educate residents on preferred health practices and behaviours to promote a healthy, active community.
- Ensure there is a supply of appropriately zoned land available for the continuing development of modern health facilities and their associated services in Ballarat.
- Consider the needs of people with disabilities in all Council projects. Develop and implement strategies that respond to their needs.

Key Indicators and Performance for 2007-2008

Indicators	Performance
Deliver 135,700 hours of home care.	Council delivered 117,200 hours of home care. The lower figure is the result of a reduction in demand for the service.
Ensure 90% of Department of Human Services (DHS) key visit targets are attained. Ensure 90% of children aged 63 months are appropriately immunised.	70% of the DHS key visit targets were achieved as visits for 18 month, two year old and three and a half year old were under their respective targets. 91.06% of children aged 63 months were immunised.
Perform 2000 maintenance visits at neighbourhood parks.	Council performed 1893 neighbourhood parks maintenance visits. Fewer visits were required due to drought conditions.
Achieve an indexed mean rating of 74 in the annual community satisfaction survey for health and human services.	Health and human services achieved an indexed mean rating of 74 in the annual community satisfaction survey.
Achieve an indexed mean rating of 72 in the annual community satisfaction survey for recreation facilities.	Recreation facilities achieved an indexed mean rating of 66 in the annual community satisfaction survey. A possible explanation for this result is contained in the Performance Statement on page 112.
Achieve 550,000 visits to the Ballarat Aquatic Centre.	The Ballarat Aquatic Centre had 460,000 visitors. Patronage was potentially reduced due to a short school term one and long school term two which may have changed attendance routines for gym and swim. There was also lower membership attendance over summer.
Achieve an indexed mean rating of 66 in the annual community satisfaction survey for the enforcement of by-laws.	The enforcement of by-laws achieved an indexed mean rating of 63 in the annual community satisfaction survey. A possible explanation for this result is contained in the Performance Statement on page 112.

Our Health and Resilience

Performance Against Strategic Priorities

The Council Plan outlines a number of specific projects for the various priorities under 'Our Health and Resilience' to be undertaken between 2007 and 2012. The following section outlines the progress and status of those projects undertaken during the 2007-2008 financial year.

Council Plan priority – Plan and provide for the specific health care needs of an ageing population and the expected additional new young families and professionals who will move to Ballarat

In early 2008 Council commenced work on developing its Positive Ageing Strategy. The process began by conducting extensive community consultation with a diverse range of stakeholders. This information was then used to develop a draft strategy with a final strategy to be considered by Council in late 2008. By 2021, 25% of Ballarat's population will be over 60, therefore it's important Council develops a plan that will guide services and infrastructure for the increasing aged sector in Ballarat.

The Ballarat Seniors Festival was held from 7 October to 14 October 2007 and attracted over 1000 participants to nine different events. Highlights included Denise Drysdale in concert, drought tolerant gardening sessions, a multicultural concert and young people helping older citizens use mobile phones.

Council Plan priority – Promote the full range of health related services available to the community

As part of the Strengthening Generations program a Surviving Substance Misuse

and Alcohol Risk Taking (SSMART) Answers Conference was held on 30 and 31 October 2007. It tackled issues of binge drinking and substance abuse, the family conflict these issues generate and the poor communication surrounding these problems. In the lead up to the conference a series of inter-school meetings and parent forums were held across the community to explore these important issues. Also a SSMART project was targeted at Year 9 students across the municipality to point out the dangers of alcohol and substance abuse.

Another aspect of the Strengthening Generations program was the creation of a series of postcards aimed at raising awareness of and communicating different messages about family harmony. The postcard images and words were created to reflect the diversity of families, the people who belong to them and the uniqueness of each person in the family setting.

Council Plan priority – Encourage greater use of the non-car transport options: walking, cycling and taking public transport

Council received a \$250,000 grant through the State Government's TravelSmart and Local Access Area program. The grant will help Council build a safe link between two pedestrian and cycle paths on the Ballarat – Buninyong Road by installing traffic signals south of Olympic Ave. The grant will also be used to improve the pedestrian and cycling paths, provide greater connectivity between them and encourage more walking and cycling in the area.

Council Plan priority – Make physical exercise a priority across the community and within employment

A number of recreation projects were undertaken in 2007-2008. A draft plan for the development of the Buninyong Tennis Complex was formulated after extensive consultation with a number of stakeholders. A final plan will be submitted to Council in the early part of 2008-2009. A review of Ballarat's skatepark and the BMX facilities was also undertaken as part of a general review of youth recreation facilities. The Recreation and Youth business units of Council consulted with many young people and in the latter half of 2007-2008 set about drafting a new plan to be submitted to Council in early 2008/09. A draft plan was also prepared for the redevelopment of the Northern Oval and funding of \$1 million was secured from the State Government, Council and the Australian Football League. The Northern Oval is one of several major sports precincts, along with the Wendouree, Alfredton and Marty Busch reserves, to receive a non-potable water supply to help maintain it during these severe drought conditions.

A feasibility study for the Stage Two Redevelopment of the Ballarat Aquatic Centre (BAC) was completed and submitted to the State Government for consideration. Council was successful in securing funding from the State Government for the \$4.5 million project which will see the BAC's leisure water space expanded, the learn to swim area increased, a new warm water exercise pool built, the construction of large group change rooms and the redevelopment of the café/kiosk area. Project plans have been finalised and works will commence in 2008-2009.

Despite the severe water restrictions, Ballarat's five outdoor pools opened for the 2007-2008

summer season, operating under strict water saving measures imposed by Council in order to meet targets set by Central Highlands Water (CHW). To achieve the CHW's target of 30% reduction in water consumption, no refilling of pools was allowed, no watering of surrounding lawns, unless using recycled water, pools were inspected weekly for leaks and the swimming season was shortened by two weeks. Treated stormwater was used to fill the Wendouree pool.

The inaugural Ballarat 'Come to Life' Cycle Classic was held on 24 February 2008 to raise funds for cancer research. Riders of all ages and abilities took part in this community event which, as well as raising funds for an important cause, aimed to create a new event with a cycling flavour that encourages physical activity for all community members.

Council Plan priority – Inform and educate residents on preferred health practices and behaviours to promote a healthy, active community

Council adopted the Health and Wellbeing Plan on 10 October 2007. The Plan provides a strategic direction for Council by identifying the priority issues and needs for the health and wellbeing of the Ballarat community and outlines a plan of action for the next three years that responds to these priorities.

The Plan has five key domains:

- Healthy, safe and inclusive communities
- Sustainable built and natural environment
- Dynamic, resilient local economies
- Culturally rich and vibrant communities
- Democratic and engaged communities

Across these five domains 17 priority areas have been identified and there is a plan

containing 60 actions covering these priority areas. Business units will implement the actions over the next three years with the outcome being a prosperous community enjoying improved health and wellbeing.

Council Plan priority – Ensure there is a supply of appropriately zoned land available for the continuing development of modern health facilities and their associated services in Ballarat

On 1 May 2008 the Minister for Planning approved Amendment C92 to establish a Mair Street Medical precinct where medical uses are encouraged but proximate areas to the precinct have their residential amenity protected through discouragement of non residential uses in these adjacent neighbourhoods.

Council Plan priority – Consider the needs of people who experience disability in all City projects. Develop and implement strategies that respond to the needs of people who experience a disability

The RuralAccess Program produced the 'Ballarat Access Guide' which followed on from the success of its accessible restaurant guide. This new guide details all the services in Ballarat that are accessible to assist people with disabilities, their families and carers to use tourist, recreation, retail and health facilities. Its official launch will be later in 2008 and it will be web based and linked to the GPS mapping system.

In May 2008 Council, in partnership with the State Government, convened the inaugural Communities Access and the Arts Conference which brought together 80 providers of services to the arts community to raise awareness of the needs of artists with disabilities.

Challenges and Setbacks

Through significant promotion Council increased the number of 18 month old, two and three year old children presenting for their key health visits at the Maternal and Child Health centres but the total number remains below the targets set by the Department of Human Services.

The drought conditions continued to affect the ability of Council to maintain sports grounds and open space areas to the desired level. Council continued to rationalise water allocations by introducing a hierarchy of grassed venues and shortened the outdoor pool swimming season in 2007-2008. The enhancement of access to home care services for indigenous members and other ethnic groups in the community did not occur and will be a priority in 2008-2009.

Our Aims for 2008-2009 and beyond

- Work in partnership with Ballarat & District Aboriginal Cooperative to enhance access by members of the local indigenous community to HACC services.
- Continue to conduct SAILS and Planned Activity Group programs that promote client participation in mainstream community life, in particular activities that encourage independent living and physical wellbeing.
- Implement priorities and actions identified by the Family Harmony Working Party to address identified family conflict risk factors.
- Implement actions to emerge from the 2007 SSMART Conference.
- In partnership with other agencies, particularly through the Central Highlands Primary Care Partnership, Council will, via forums and other community consultations, seek community input and participation into developing actions to enhance the primary health of the community.
- Implement priority Council actions as outcome of 2007 Multicultural Summit.
- Implement a Community Development Strategy as part of the Municipal Public Health Plan.
- Implement recommendations from the Pedestrian and Wayfinding Strategy that promote and encourage walking such as Walktober and Walk to Work Day
- Use Developer Open Space contributions to support the Parks Development Program
- Promote a car-free day.
- Implement plan for Buninyong Tennis facility.
- Implement recommendations from Youth Recreation Facilities Review.
- Undertake construction of Stage 2 redevelopment of the Ballarat Aquatic Centre
- Continue to monitor the performance of the outdoor pools including the staged implementation of the Aquatic Strategy.
- Implement second year actions from the Health and Wellbeing Plan 2007-2009.
- Implement initiatives identified in the Domestic Animal Management Plan.
- Update Ballarat Access Guide.
- Continue publication of quarterly RuralAccess newsletter.
- Convene Child and Family Friendly City Reference Group.
- Convene Disability Advisory Committee to oversee implementation of Council's Disability Action Plan.





Our Learning and Knowledge

Objective. Ballarat wants to become a city where learning of all kinds is respected and actively celebrated by everyone in the community. Where acquiring new knowledge and learning new skills is an accepted, ongoing, enjoyable and rewarding process and one which is readily accessible to all groups and all ages.

Strategic Priorities

- Promote a work culture across the local economy that encourages people to upgrade their skills.
- Establish a strong research and development culture that links the local economy and the educational sector.
- Align the training available with the skills needed now and in the future, and with the interests of the target groups.
- Promote learning as a worthwhile and enjoyable activity for everyone at all stages of life.

Key Indicators and Performance for 2007-2008

Indicators	Performance
Ensure 15 young people participate in the Youth Councillor Council forums/meetings.	36 young people participated in the Youth Councillor Council forums/meetings.
Host 12 skills training sessions to assist young people in education and employment.	Training sessions in time management, public speaking, governance, media, food handling and transitioning to paid employment were held.
Ensure 30 events in 2007-2008 provide young people with the opportunity to be trained in how to manage an event.	Council ran 25 events which allowed young people to learn a range of skills in event management. The lower figure was due to a shortage of resources.



Our Learning and Knowledge

Performance Against Strategic Priorities

The Council Plan outlines a number of specific projects related to the various priorities under 'Our Learning and Knowledge' to be undertaken between 2007 and 2012. The following section outlines the progress and status of those projects undertaken during the 2007-2008 financial year.

Council Plan priority – Promote a work culture across the local economy that encourages people to upgrade their skills

Council's Youth Services assisted young people in undertaking food serving and responsible serving of alcohol courses to prepare them for employment in the hospitality industry by subsidising their course fees. Youth employment and education is also the focus of the Local Learning and Employment Network which Council continued to support in 2007-2008.

During the past year Council continued to strengthen its partnership with the University of Ballarat through a number of collaborative projects such as "SmartGreen" which explored sustainable ways for businesses to grow via the development of new revenue streams, enhancing business skills, increasing entrepreneurial capacity and developing networks of potential business partners. Also supported was training for women to become more knowledgeable of, and participate in, the emerging new world of e-business.

Council's Parks unit has maintained its co-operative links with the horticultural department at the School of Mines (SMB) by providing students with training in rose pruning at the Welton St Reserve, the former Shire of Ballarat offices and Victoria Street. They also received training in formative tree pruning at Pioneer Park. Other work they assisted Council with was the weeding and planting of native grasses at Swan Pool and the maintenance and construction of park furniture. Council staff also helped students to identify indigenous plant species.

Within the Botanical Gardens students weeded and prepared beds for planting, undertook the plantings, raked footpaths, and assisted with the general maintenance of the gardens.

Council Plan priority – Align the training available with the skills needed now and in future, and with the interests of the target groups

Council's Human Resources unit continued to provide the traineeship and apprenticeship program implemented in 2006-2007 to provide many young people with valuable training and work experience to get their working lives off to a good start. As at 30 June 2008, Council employed 17 trainees and apprentices across the organisation in the areas of Administration, Horticulture, Construction, Painting and Business. One Horticulture apprentice is currently being supported by the Disability New Apprenticeship Wage Support (DNAWS) program. Council also listed organisations that could assist people with the Traineeship and Apprenticeship Program on its economic development website.

Council Plan priority – Promote learning as a worthwhile and enjoyable activity for everyone at all stages of life

As part of the Young Parents Maternal & Child Health Service teenage parents are supported in meeting their educational needs through referrals to groups such as PODS (Providing Opportunities and Delivering Services for Young Parents) and Link Up. These programs provide parent groups which are designed to keep teenage mothers in the education system. The program also supports a wide range of parents including those from diverse backgrounds by providing facilitated playgroups. Parents with premature or sick infants and women suffering from post-natal depression are just a few of the families who are supported by this program. Further to this, the Early Years Literacy Strategy promotes learning as an enjoyable activity by working towards providing books and information on reading to children from birth to school age. The Let's Read program and the Young Reader's program provide a range of books for distribution through the Maternal & Child Health Service and has proven very popular with parents. The nurse also provides information on the importance of reading at key ages and stages.

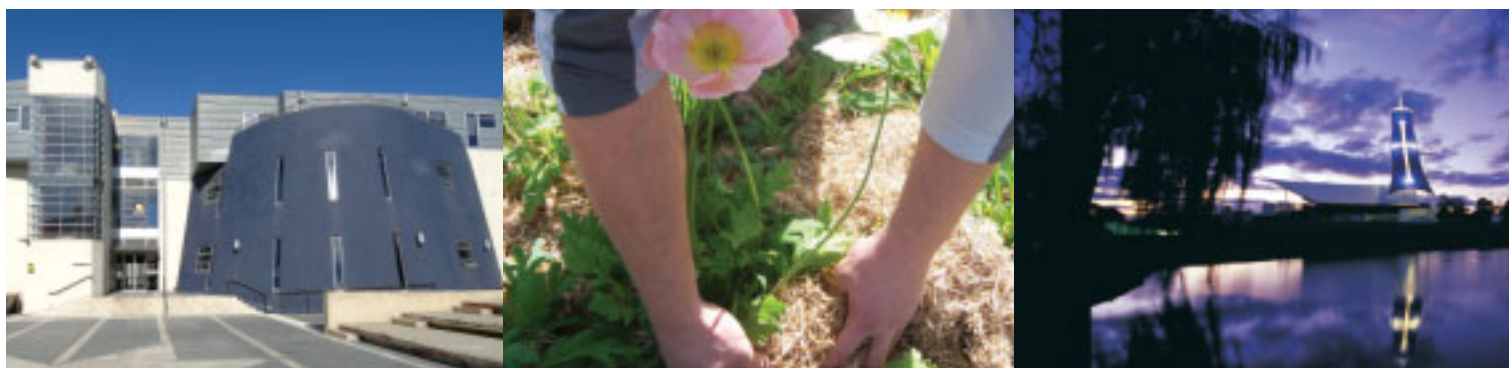
Challenges and Setbacks

Council's Economic Development unit continued to experience challenges in identifying the training and education needs of business and industry to address current and future skills shortages and skills gaps.



Our Endeavours for 2008 - 2009 and beyond

- Continued representation on Local Learning and Employment Network steering committees and management groups.
- Identify industry partnerships with the University of Ballarat for research and development projects to support investment attraction and business development.
- Maintain cooperative linkages between Botanical Gardens staff and University of Ballarat Horticulture / Agriculture.
- Continue to employ at least 20 trainees and apprentices in a number of positions in Council.
- Support Youth Council to develop its advocacy and leadership roles in the community.
- Convene the second Early Childhood Literacy conference.
- Implement priority actions from Council's Positive Ageing Strategy and Health and Wellbeing Plan that have lifelong learning as their focus.





Our Environment and Heritage

Objective. Ballarat wants to conserve and maintain its natural resources and its built heritage in sustainable ways so that these can continue to support the community and economy that rely on them.

Strategic Priorities

- Integrate environmental planning and management around the triple bottom line approach to decision-making with Council's other planning processes from the outset of all projects.
- Ensure the community is an involved and informed party in implementing environmental programs.
- Ensure the conservation and restoration of Ballarat's historic buildings with particular focus on the Central Business District.
- Leverage the environmental momentum produced by the current water shortage and concern for climate change to gain community commitment to environmental programs and to address contentious water management issues and measures.
- Increase opportunities for business involvement in planning and delivering environmental sustainability.
- Bring developers, business people and community conservationists together to:
 - Develop a consensual approach for sustainable development;
 - Identify problems in need of research;
 - Resolve conflicts between planning and development; and
 - Work on the conservation of natural landscapes.

Key Indicators and Performance for 2007-2008

Indicators	Performance
Achieve a 30% recycled proportion of waste.	The recycled proportion of waste was 36%.
Achieve a 74 rating for waste management in the annual community satisfaction survey (indexed mean).	Achieved a 70 rating for waste management in the annual community satisfaction survey. A possible explanation for this result is contained in the Performance Statement on page 112.
Plant 80,000 (13.5 ha) trees and other indigenous plants.	With community assistance, over 80,000 indigenous plants and grasses were planted.
Reduce water consumption by 40% by 2008 using 1999/2000 as a baseline.	Council has reduced water consumption by 48%.
Achieve a 69 rating for appearance of public places in the annual community satisfaction survey (indexed mean).	Achieved a 62 rating for appearance of public places in the annual community satisfaction survey. See Performance Statement on page 112 for explanation of result.
Take 75 water samples for lakes and waterways quality analysis.	27 lakes and water samples were only required to be analysed due to drought conditions.



Our Environment and Heritage

Performance Against Strategic Priorities

The Council Plan outlines a number of specific projects related to the various priorities under 'Our Environment and Heritage' to be undertaken between 2007 and 2012. The following section outlines the progress and status of those projects undertaken during the 2007-2008 financial year.

Council Plan priority – Integrate environmental planning and management around the triple bottom line approach to decision-making with the City's other planning processes from the outset of all projects

Council adopted the Environment Sustainability Strategy (ESS) in October 2007 which was the culmination of a considerable amount of work including the WaterSmart, EnergySmart and WasteSmart projects. The ESS contains over 100 actions that Council will implement over the next five years around the themes of biodiversity (flora and fauna), water quality and quantity, energy consumption, waste recycling and reuse and air quality.

A major project in the ESS is the Sustainable Public Lighting Program. An extensive street lighting and Council owned lighting (recreation and building exterior) audit was completed in August 2007.

Council, as a partner in the Central Victorian Greenhouse Alliance, was successful in securing \$3 million to establish a solar park planned to be

built at the Ballarat Aerodrome in 2009. Council in conjunction with industry began developing water sustainable guidelines for the industrial sector which will be completed in October 2008. Council will require all new developments to apply best practice water conservation measures to reduce water consumption by 25% from previous methods.

Council installed water retrofitting devices in the Town Hall, Her Majesty's Theatre, major public toilets and a number of other public buildings. With these retrofits Council estimates it will reduce its water consumption by 25%. Energy audits were completed in all Council buildings and lighting retrofits based on these results will be rolled out 2008-2009.

As part of the Linear Network of Communal Spaces, Council conducted community education sessions and organised revegetation activities along Ballarat's major bushland corridors and waterways. A major focus in 2007-2008 was the Yarrowee corridor with a number of community planting days organised.

A Planning Scheme amendment (C95) was prepared based on the Canadian Valley Outline Development Plan to confine future residential development to the current zoned areas. This will protect the native vegetation and koala habitat present in the valley between Mount Clear and Buninyong. An independent panel reviewed the amendment and suggested some alterations for Council to consider. A report is expected to go to Council in September 2008.

Council adopted the Waste Management Strategy in December 2007 to replace the previous strategy developed in 1997. This new strategy incorporates the accepted current practices in managing waste.

The strategy particularly addresses the operation and development of the Smythesdale Landfill, the Gillies Street Transfer Station, waste and recycling collection services, recycle processing, street cleaning, litter prevention and illegal dumping and community education.

Council was also a participant in Sustainability Victoria's Waste Wise program which requires organisations to reduce their consumption of resources. Council undertook a number of Waste Wise activities such as recycling of office paper, membership of ecobuy, membership of the Cities for Climate Protection program, implementation of a two bin garbage and co-mingled recycling service, participation in 'Detox your Home' and 'Drum Muster' programs and installation of water tanks.

Council Plan priority – Ensure that the community is an involved and informed party in implementing environmental programs

Council began a review process of the Ballarat Planning Scheme, the primary strategic document on future land use within the Ballarat municipality. The previous version of the Planning Scheme was developed in 2005 and therefore was not informed by the ESS or Blueprint Ballarat. These major documents

did not emerge until after 2005 and need to be reflected in the new Planning Scheme. By June 2008 an extensive consultation process had occurred with key stakeholders.

Council continued its community 'adopt-a-site' program where people interested in nurturing their natural environment become responsible for caring for a particular area by collecting the loose litter, removing weeds and assisting with revegetating the area with indigenous plants. A major community management program, Clean Up Australia Day occurred in March 2008 and was well supported by families, community groups and businesses. A formal litter management strategy will be developed in early 2008-2009.

In a measure to combat weeds, particularly gorse, Council officers released gorse thrips, which are a relatively new biological control agent, to reduce the spread of the noxious plant.

Council Plan priority – Ensure the conservation and restoration of Ballarat's historic buildings with particular focus on the Central Business Area

Council completed a review of its Low Interest Heritage Loan Scheme which is designed to help owners of heritage buildings or sites to preserve and protect them. Loans are available for works that enhance the appearance of a heritage place or works that repair and maintain a heritage place so that it stays structurally sound.

Architects, Lovell and Chen, undertook a peer review of the original Heritage Precinct Study undertaken in 2006 and, based on their review, Planning Scheme Amendment C107 will be

submitted to Council for its consideration in the first half of 2008-2009.

Council was successful in securing funding for streetscape enhancements and the undergrounding of powerlines in three areas. In partnership with VicRoads and the Powerline Relocation Committee, Council will place powerlines underground in Sturt Street between Doveton and Dawson Streets, at the Armstrong and Grant Streets intersection and in Grant Street between Armstrong and Moyle Streets.

Council Plan authority – Leverage the environmental momentum produced by the current water shortage and concern for climate change to gain community commitment to environmental programs and to address contentious water management issues and measures

Council commenced the process of reviewing its Stormwater Management Plan with a view to increase water reuse and improve stormwater quality. The review is expected to be completed by September 2008.

Council continued to host the Ballarat Water Resources Committee which represents Council, water authorities and the State Government. The Committee reviewed actions from the Our Water Regional Action Plan Our Future Ballarat document and confirmed all sustainable water use plans for the Ballarat region were completed. Central Highlands Water built the \$2 million pipeline to transfer water from the Cosgrave Reservoir, providing an extra 450 megalitres per annum to Ballarat's water supply. The \$5.2 million upgrade of facilities at the Ballarat South

Wastewater Treatment Plant were completed and delivered Class A water.

Council Plan priority – Increase opportunities for business involvement in planning and delivering environmental sustainability

Council established a sustainable business management program called VIC 1000 and collaborated with the University of Ballarat to develop the SmartGreen program.

The theme for the Innovation Festival held in May 2008 was sustainability with several events focusing on how local businesses can work smarter, save money and the planet. It included tours of innovative local manufacturers that have implemented successful sustainability practices.

Challenges and Setbacks

The development of a Heritage and Urban Design Strategy did not occur, however many heritage matters will be handled through the preparation of the Ballarat Central Structure Plan.

The severe drought conditions caused a greater loss in the number of trees, extensive fairy grass infestations and cracking in the historic Statuary Pavilion in the Botanical Gardens. Elm Leaf Beetle was found to be widespread in Ballarat and will continue to be an ongoing management issue.

The collection of green waste remained unresolved and will be a priority in 2008-2009.

Our Aims for 2008-2009 and beyond

- Undertake a joint native vegetation mapping and protection project with neighbouring councils, Department of Sustainability & Environment and environment groups.
- Conduct business unit training on best practice from an environmental perspective in their operations.
- Implement the TravelSmart project, providing infrastructure and promotion for non-car transport in the Mt Helen to CBA corridor.
- Provide planning and building application advice and practice notes promoting more sustainable building developments.
- Monitor all new development to ensure its compliance with the Vegetation Protection Overlay as part of the amended Ballarat Planning Scheme.
- Participate in the Australian Greenhouse Office funded Solar Cities Project by recruiting businesses, residents and educational institutions to participate in trials and evaluation of solar electricity and hot water heating installations.
- Develop viable business cases and seek stakeholder feedback on methods of recycling green waste and hard rubbish.
- Continue trials of sustainable, energy-efficient lighting throughout Council's assets including street lighting.
- Investigate purchasing a portion of Council's electricity from Greenpower sources.
- Conduct planting and native vegetation management activities for residents and community groups through Council's Greening Ballarat program.
- Implement litter actions from the revised Waste Management Plan.
- Develop the weed management strategy in conjunction with other stakeholders such as DPI and adjacent landholders.
- Undertake a planning scheme amendment to implement infrastructure guidelines.
- Seek further funding to support the implementation of high priority works listed in the Powerlines Relocation Strategy. Specific projects subject to external funding support.
- Implement actions arising from the review of the Stormwater Management Plan.
- Continue to support water resource stakeholder groups to work with the community to achieve water saving targets.
- Implement the Septic Tank Management Plan (Revised).
- Continue to reduce greenhouse gas emissions to reach target of a 20% reduction using 1999 as the baseline by 2010.
- Establish an energy investment fund.
- Investigate suitable sites and partners and submit an Eco Living grant application for an environment resource centre that will promote community acceptance of sustainability principles.
- Support programs, projects and initiatives through the following networks and events:
 - Central Highlands Sustainability Network;
 - BREAZE; and
 - Ballarat Environmental Network.





Our Connections

Objective. Ballarat wants to be a lively, dynamic city with a diverse population where everyone is accepted and belongs, regardless of background or circumstance, and where people’s experience of Ballarat as a satisfying place to live inspires them to contribute actively to community life.

Strategic Priorities

- Support the community and recreational groups that offer the widest range of opportunities to people who have the fewest resources.
- Develop measures to address homelessness, housing insecurity, and the needs of the hidden communities of the greatest need.
- Maximise value from existing community resources by reducing duplicated effort through better integration and coordination of existing activities.
- Support and develop community cultural pursuits and projects that work with individuals and groups from various backgrounds within the community.
- Maintain existing, and continually develop new, value-adding relationships with businesses and organisations nationally and internationally.

Key Indicators and Performance for 2007-2008

Indicators	Performance
Attract 40,000 patrons to the Ballarat Safe City Taxi Rank	37,418 patrons used the Ballarat Safe City Taxi Rank. Despite this figure being just under the target it was a good result as the patronage was almost double that of last year.
Attract 360,000 visitors to the Ballarat Library.	The Ballarat Library attracted 353,192 visitors. This figure is only 1.9% below the target.
Engage with 60 community organisations.	290 meetings, forums and other types of engagements were conducted with community organisations
Ensure 2,800 young people use the Youth Headquarters (YHQ).	The Youth Headquarters (YHQ) attracted patronage from 5,829 young people.
Attract 55,000 visitors to the Ballarat Fine Art Gallery.	The Ballarat Fine Art Gallery attracted 47,977 visitors. This lower figure could possibly be due to reduced visitation to the region.
Attract 10,000 people to visit and participate in the Begonia Festival	The Begonia Festival attracted 18,640 people to the five-day event. 10,000 attended the parade and 8,640 attended other activities.
Achieve an indexed mean rating of 61 in the Annual Community Satisfaction Survey for Council’s community engagement in decision making on local issues.	Council achieved an indexed mean rating of 53 for community engagement in decision making on local issues in the annual community satisfaction survey. See Performance Statement on page 112 for explanation of result.
Conduct 15 consultation sessions and meetings with the indigenous community in a commitment to the Reconciliation Strategy.	A total of 18 sessions, meetings and events occurred with the indigenous community of Ballarat.

Our Connections

Performance Against Strategic Priorities

The Council Plan outlines a number of specific projects related to the various priorities under 'Our Connections' to be undertaken between 2007 and 2012. The following section outlines the progress and status of those projects undertaken during the 2007-2008 financial year.

Council Plan priority – Support the community and recreational groups that offer the widest range of opportunities to people who have the fewest resources

The Burrumbeet Hall was reopened in November 2007 after extensive renovation. The hall once again provides a venue for meetings, social events and other activities for the Burrumbeet community. The Miners Rest hall also received a number of improvements including a natural gas connection, installation of three new heaters and new vinyl tiles for the toilets and kitchen.

Another matter relating to Miners Rest was the preparation of the draft Miners Rest Outline Development Plan in August 2007 which, in addition to the physical planning and infrastructure elements, has an emphasis on the location of community and recreational facilities contiguous with the primary school to create a community hub.

The Unfinished Business Advisory Committee, is made up of Council, Indigenous and community representatives, they undertook a number of

projects during 2007-2008. The development of an Indigenous Employment Strategy was commenced and will be completed in 2008-2009. Welcome to Wathaurong Country signs were developed to be installed at all the major entrances to Ballarat and will be installed in 2008-2009.

Many indigenous members of the Ballarat community were invited to the Town Hall to witness the historic Formal Apology to the Stolen Generations delivered by the Prime Minister, Kevin Rudd, on 13 February 2008. Cross Cultural Awareness Training was also provided by the Ballarat & District Aboriginal Co-op to all senior staff.

Council received funding from VicHealth to implement a recreation project designed to encourage newly arrived migrant women to try different recreation options such as swimming and ten pin bowling. The project aims to prevent isolation and encourage social connectedness.

The Youth Council consists of 15 young people who work in partnership with Council to advocate on issues which affect young people. The young councillors attended Council meetings regularly throughout 2007-2008 to observe how Council operates and assisted in the organisation of the City of Ballarat's Youth Recognition Awards which acknowledge achievement in the arts, volunteering and music. They also continued working with the Lead On organisation to develop leadership skills.

Council Plan priority – Develop measures to address homelessness, housing insecurity, and the needs of the hidden communities of greatest need

Members of Zaque, Council's same sex attracted youth group, marched in Melbourne's Annual Pride March in February 2008. The Pride March is part of the annual Midsumma Festival which is a celebration of Melbourne's gay and lesbian community.

Zaque also worked closely with the Ballarat Community Health Centre to develop street survival packs to promote healthier lifestyles for Ballarat's homeless youth. With a grant of \$5,000 from Council, the group purchased 100 packs which contained essential items such as a sleeping bag and personal hygiene items.

As part of the Wendouree West and Delacombe Community Renewal Projects the Leawarra Crescent Reserve was converted to a recreational and community focal point for Delacombe residents. Work on the development involved landscaping, tree planting, pathway construction, playground and public art installations and some other renewal initiatives designed to enhance community safety and reduce vandalism.

Council obtained a Federal Government grant of \$150,000 for the installation of closed circuit TV in the Lydiard St North late night entertainment precinct to improve community safety as part

of the Ballarat Community Safety Plan. At its meeting on 24 October 2007 Council endorsed the installation of the cameras as a crime detection measure and deterrent. The cameras are scheduled to be installed in early September 2008.

Another part of the safety plan for the Lydiard St precinct was the installation of lighting to enhance safety in streets and public places. The areas that received new light installations were the Ballarat Fine Art Gallery, Police Lane, Alfred Deakin Place through to Camp Street and the Mining Exchange building.

An additional community safety measure was to move the CitySafe Taxi Rank from Armstrong St South, outside Myer, to the corner of Sturt Street and Lydiard Street North. This more central location is within the late night entertainment precinct and its hours of operation were extended to 6am on Saturday and Sunday mornings. With its new location the rank's patronage increased significantly.

Community safety month was held in October 2007 and the major activities were community safety awards, a family safety fun day, a youth headquarters party safe session and the SSMART Answers Conference.

Council Plan Priority - Maximise value from existing community resources by reducing duplicated effort through better integration and coordination of existing activities

Council commissioned consultants to develop a new Arts and Cultural Framework. The

framework includes new initiatives to integrate university life into the Camp Street precinct and generally reinvigorate the area and provides recommendations for the future direction and operation of Her Majesty's Theatre.

Council continued to fund the Stuffest Youth Festival which aims to provide youth specific entertainment in a drug and alcohol free environment, foster engagement and inclusiveness for young people within their local community and give young people an opportunity to learn a wide range of skills. The Festival was held in late September 2007.

Council Plan Priority – Support and develop community cultural pursuits and projects that work with various individuals and groups from various backgrounds within the community

Council's 2007 Community Grants program allocated \$150,000 to 56 organisations. These grants are a means by which Council can support grassroot community initiatives, activities and programs. A number of these grants were for training and conducting workshops to help members of the community contribute to community life.

Council Plan priority - Maintain existing, and continually develop new, value-adding relationships with businesses and organisations nationally and internationally

In March 2008, Council's Director of People and Culture Garry Davis, went to Inagawa in Japan under the officer cultural exchange program that

has been operating for 20 years as part of our Sister City relationship. This visit assisted in the planning for the 20th anniversary of Council's cultural exchange with Inagawa in August 2008.

In September 2007 a Council delegation travelled to Ballarat's friendship city Ainaro in Timor Leste at the invitation of the Ainaro District Administrator to participate in the city's centenary celebrations. Council contributed to the celebrations through sponsorship of sports and academic awards and handed over the \$13,000 raised through the Trek for Timor campaign to the Timor Leste based Aloia Foundation.

Challenges and Setbacks

The review, update and future implementation of the Ballarat Arts and Cultural Development Strategy and appointment of an Arts and Culture Advisory Board was delayed due to concurrent development of an Arts and Culture Framework.

The redevelopment of the foyer, box office and candy bar at Her Majesty's Theatre was not realised.

A lower than expected number of visitors attended the Ballarat Fine Art Gallery due to the reduction in general visitation to the region.

Our Aims for 2008-2009 and beyond

- Continue to support the Wendouree West and Delacombe Community Renewal Projects.
- Implement the Delacombe urban design assessment to create better social linkages.
- Continue prioritised implementation of the Reconciliation Strategy outcomes in collaboration with Council's Unfinished Business Advisory Committee.
- Maintain support to the State funded Zaque project in raising community awareness and providing a safe environment for same sex attracted youth in the Ballarat community.
- Engage young people in the Building Family Harmony Working Party and SSMART Network.
- Continue to recognise the efforts of volunteers through events such as the Splinta Youth Council Youth Recognition Awards.
- Implementation of the first year priority actions of the Youth Strategy.
- Development and implementation of the Cultural Action Plan for HACC Services 2008/2009.
- Continue implementation of Best Start Projects.
- Explore opportunity to gain World Health Organisation Safe Community Accreditation.
- Use the Health and Wellbeing Plan evaluation results to support the development of programs to make Ballarat a more inclusive community.
- Continue development of the internal Arts and Cultural Development Planning Group.
- Integrate the recommendations of the Family Friendly, Car Parking, Arts and Culture, Tourism, Pedestrian and Wayfinding and Open Space Strategies to establish priorities for Council's investment that enhance outcomes from community events, commercial promotions and volunteer efforts within the CBA.
- Contribute to the development of Ballarat Cares through the Committee for Ballarat.
- Support the Ballarat Volunteer Resource Centre Program.
- Promote community understanding for the support available to groups and organisations through the Community Development Grants Program.
- Continue training and supporting Senior Citizens Club committees.
- Link into any research projects that focus on regional arts practice and its effects socially, environmentally and economically.
- Advocate on behalf of young people and provide opportunities such as Youth Council for youth to represent themselves in community planning.
- Link young people with job employment networks and support young people staying in Ballarat.
- Continue the partnership with Lead On to develop leadership skills amongst youth.
- Implementation of the reviewed Arts and Cultural Development Strategy including delivery of priority actions including establishment of the Arts & Cultural Development Advisory Group to Council in early 2009.
- Implementation of findings from review of community access to the Ballarat Fine Art Gallery.
- Commence feasibility study into the future direction and operations of Her Majesty's Theatre.
- Implementation revised Inagawa Officer Exchange program.
- Facilitate Australian Volunteer International placement to Ainaro, East Timor.





Managing Our Business

Objective. The City of Ballarat will provide to all its communities of interest efficient, responsive and accessible leadership, advocacy and service delivery that will also facilitate the realisation of the 25-year vision outlined in Blueprint Ballarat.

Strategic Priorities

- Recognise that Blueprint Ballarat is a visionary exercise that offers a framework in which all organisations can find their niche and role for its implementation.
- Maintain a high level of organisational readiness and capacity to tap into the entire range of resources available to assist in implementing Blueprint Ballarat and the Council Plan, including:
 - the community's volunteer capacity with its knowledge, experience and skills;
 - resources available from other levels of government; and
 - freely available research.
- Partner, not to act alone.
- Establish trust between Council and the community and involve the community in seeking ways to increase public input to decision-making about Ballarat's future.
- Be open and receptive to new people and new ideas rather than remaining comfortably inside the 'club' of familiar networks and connections; to seek out enthusiasm, commitment and capacity.
- Maintain the vision of Blueprint Ballarat by linking planning and implementation processes to celebratory, rewarding and enjoyable events and occasions that keep the community's imagination about Blueprint Ballarat alive.
- Cultivate an entrepreneurial perspective: can do, can be solved.
- Ensure that organisational knowledge of, and commitment to, Blueprint Ballarat is held across key positions in Council.
- Deliver services in the most effective and efficient manner to ensure delivery of Blueprint Ballarat and Council Plan outcomes.
- Recognise significant risk factors likely to affect Council's service delivery and decision-making performance, and develop methodologies to combat these risks which will be crucial in determining ways in which Council will deliver the outcomes of the Council Plan.

Key Indicators and Performance for 2007-2008

Indicators	Performance
Achieve an annual community satisfaction survey result of an indexed mean of 66 for Council's overall performance.	Council achieved an indexed mean rating of 56 for overall performance in this year's annual community satisfaction survey. See Performance Statement on page 112 for explanation of result.
Achieve an annual community satisfaction survey result of an indexed mean of 65 for advocacy and representation on key local issues.	Council achieved an indexed mean rating of 59 for advocacy and representation in this year's annual community satisfaction survey. See Performance Statement on page 112 for explanation of result.
For the Blueprint Ballarat Community Committee to develop and implement a revised vision of the Blueprint document by September 2007.	The Blueprint Ballarat Community Committee produced the revised version in September 2007.
Resolve 75% of all customer service enquiries at the first point of call.	For 2007-2008, 92.7% of all customer service enquiries were resolved at the first point of call.
Number of visits to City of Ballarat's website is equal to or greater than 240,000	For 2007-2008 368,580 visits were received for the City of Ballarat's website.
Reduction in Workcover premium by 10%	The City of Ballarat achieved an 18% reduction in its Workcover premium.
Ensure Council's Operating Budget maintains an operating surplus of at least \$5 million and that operating expenditure is contained to CPI or less.	Council's operating surplus was in excess of \$5 million.
Spend no less than \$27 million on capital works.	Council spent in excess of \$33 million on capital works
Manage Council's finances so that its debt to revenue ratio is less than 150% and debt servicing costs to rate revenue ratio is less than 10%	At the end of 2007-2008 Council's debt to revenue ratio was less than 150% and its debt servicing costs to rate revenue ratio were 7%;
That cash levels are managed so that services can be delivered without the use of overdraft facilities.	Cash levels were managed so that services were delivered without the use of overdraft facilities

Managing Our Business

Performance Against Strategic Priorities

The Council Plan outlines a number of specific projects related to the various priorities under 'Managing our Business' to be undertaken between 2007 and 2012. The following section outlines the progress and status of those projects undertaken during the 2007-2008 financial year.

Council Plan priority – Recognise that Blueprint Ballarat is a visionary exercise that offers a framework in which all organisations can find their niche and role for its implementation

The Blueprint Ballarat Community Committee produced a new version of the Blueprint document in September 2007 after considerable work and consultation with the community. The new document reflects the changes that have occurred over the past three years and articulates the new strategic direction for the development of Ballarat.

Modifications made to the Council Plan that occurred in the first half of 2008 took into account these changes in Blueprint. These changes also flow through to business units' plans and individual performance plans.

Council Plan priority – Maintain a high level of organisational readiness and capacity to tap into the entire range of resources available to assist in implementing Blueprint Ballarat and the Council Plan, including:

- the community's volunteer capacity with its knowledge, experience and skills,

- resources available from other levels of government, and
- freely available research

The Blueprint Ballarat Community Committee was restructured to streamline its operations and effectiveness. The Committee was reduced from 15 to nine members, consisting of a Chair, Deputy Chair and seven members each with a theme from Blueprint as their portfolio. To assist the portfolio members with their tasks they each formed a reference group which consisted of a number of local identities who have expertise and knowledge in the particular theme. The reference group, together with the portfolio member, began the process of setting priorities within the range of projects of their respective theme and beginning work on them.

Council Plan priority – Partner, not to act alone – develop and continually foster partnerships in mutually beneficial ways to maximise their energy, support and potential

Council changed its way of consulting and engaging with the community by adopting the International Association for Public Participation Spectrum that shows consultation as only one part of community engagement. The spectrum shows the increasing level of public impact from the 'inform' process through to the 'empower'. All officer reports submitted to Council must now include a table that considers the five levels of engagement (inform, consult, involve, collaborate, empower).

As Council progresses towards best practice community engagement, community members can expect to see a raft of ways and

opportunities to participate in decisions that affect them and their local community from an environmental, social, economic and cultural perspective.

Council Plan priority – Be open and receptive to new people and new ideas rather than remaining comfortably inside the 'club' of familiar networks and connections; seek out enthusiasm, commitment and capacity

Following the development of the 'Ballarat. Come to Life', destination brand, Council forged formal partnerships with many of the city's larger community groups to assist in marketing Ballarat's attractive lifestyle.

Many of these community groups hosted regular events attended by large numbers of locals and people visiting Ballarat. Many groups also travelled outside Ballarat taking the message with them. These partnerships proved to be very successful in marketing Ballarat which translated into much interest from business and individuals in the great lifestyle this city offers.

Council Plan priority – Deliver services in the most effective and efficient manner to ensure delivery of Blueprint Ballarat and Council Plan outcomes

Council was successful in the continued implementation of its Long Term Financial Strategy by keeping the increase in 2007-2008 operating expenditure within CPI and reducing debt by \$1 million.

Council's integrated management system for quality assurance was implemented in the Road Maintenance and Building Maintenance sections

and Livestock Selling Centre and is in progress for the Street Cleaning and Open Space Maintenance units.

Council launched a new electronic online system, an initiative to provide more accessible information on town planning issues and provide convenient payment methods for Council services through its website. Services and information provided by eServices includes access to planning applications, listings of building permits, property enquiries, prelodgement information, planning application lodgement and payment of rates and other fees.

Under the 'Business Improvement at Ballarat' Framework the Human Resources and Remuneration and Benefits teams were reviewed. One outcome in reviewing Human Resources was that the issue of human resources across the organisation needed further review and the HR exercise was extended to include this work with other business units.

To enhance its status as an Employer of Choice Council developed its My Performance @ Ballarat performance management program in 2007-2008 which is scheduled to be rolled out across the organisation in 2008-2009. This incorporates a skills competency model.

In developing its targeted recruitment program Human Resources identified and commenced advertising positions with skill shortages on

industry specific websites and offering salary incentives for these positions. A more strategic approach will be developed in 2008-09 as part of the Human Resources Strategic Plan.

As part of its diversity of workplace practices Council increased the focus on work from home and part-time work arrangements. Targeted full-time positions were advertised encouraging applicants who wish to work part-time to apply. A casual pool of administration officers was also created for those people who did not wish to commit to full-time or part-time work. A more strategic approach will be developed in 2008-09 as part of the Human Resources Strategic Plan.

In September 2007, 431 staff completed a Human Synergistics Organisational Culture Inventory (OCI). This Inventory was used to give the organisation's Leadership Team a picture of its workplace culture. Workplace culture is defined as "the way that we do things around here". From this inventory a Workplace Culture Enhancement Strategy was developed to address perceived gaps between the desired culture and the current culture. A key component of the Strategy is leadership development and a Leadership Development Program was developed and facilitated for all middle managers that focussed on the development of leadership skills and behaviours to support a desired workplace culture.

As part of the implementation of the 2006-2009 Information Technology Strategy all Oracle databases were converted to SQL databases, a new web strategy was developed which led to web management being transferred to the City Marketing and Business Development Division, the document management system (DocHub) was upgraded and an online leave system was created. The leave system will be implemented when a full human resource system is installed.

Challenges and Setbacks

The transfer of permanent records to the Public Record Office of Victoria was delayed until training has taken place which will not be available until late in 2008.

The creation of an online leave system has been delayed until a full human resources system has been installed.

Our Aims for 2008-2009 and beyond

- Reference all business plans and Council Plan to Blueprint.
- Conduct employee and Councillor risk awareness training.
- Prepare Business Continuity Plans for services.
- Conduct an audit of risk mitigation actions against current structure and policies.
- Ensure the Audit Committee appointed by Council reviews performance and long term financial strategy relative to changing parameters.
- Target the following actions to improve skills development, behaviours and productivity using the results of the Organisation Cultural Inventory conducted in 2007:
 - More meaningful key performance indicators for individuals and teams;
 - Programs and projects that promote better resource sharing and cooperation between teams;
 - Staff attraction and retention programs for identified skills gaps; and
- Professional development programs focussing on building competencies in managing expectations, behaviour and change.
- Review recruitment and retention actions in line with projected needs of the organisation, based on Council's ageing workforce, changing skills needs and labour market.
- Commence negotiations for collective bargaining or enterprise agreements, and review Council's Human Resource Management Policies in light of changes to the Federal Government Industrial Relations legislation.
- Ensure all asset maintenance activities carried out are recorded and review priority systems for maintenance and replacement of drainage, road, building and open space assets.
- Continue the adoption of the modified quality management system within Parks.
- Conduct major reviews as part of the Business Improvement@Ballarat program.
- Implement skills competency program.
- Develop targeted recruitment program for identified skill shortage areas.
- Cater for diversity of work practices in contracts of employment.
- Continue to use the competency module in staff leadership and development programs.
- Implement first year actions of the ICT Strategy.
- Implement risk mitigation controls at a business unit level.
- Monitor the effectiveness of the injury management information package and revise it if necessary.



Our Safe Work Practices

Occupation Health and Safety (OHS) and Injury Management

Policy and Commitment Statement

Council is committed to providing a safe and accessible work environment where employees, contractors, visitors and the public can undertake their activities and feel secure.

Safety is linked to the culture of our business to strive for continuous improvement in the 'way we do things around here', from our systems to our processes and more directly into our actions.

Achieving our Strategic Objectives

The strategic OHS Management Plan has ensured the development of systems and continued improvement in safety performance and culture.

Key elements of the OHS Strategic Plan include:

Consultation with Employees

The OHS committees (City Centre, City Wellbeing and Operations) all met regularly during the last year where they contributed to developing solutions and reviewing policies and procedures. A highlight for the year occurred during WorkSafe week where Health and Safety Representatives hosted events to promote safety within the organisation. The theme chosen was manual handling which was presented at a safety breakfast for operations employees, and at a BBQ lunch for Home Care and office employees with an emphasis on raising awareness.

Hazard identification, risk assessment and control implementation

As in previous years, the reporting of hazards and accidents has marginally increased.

A regular program of workplace inspections were carried out by various employees including health and safety representatives. The broader involvement of Council employees in raising issues, conducting investigations and where appropriate developing plans to rectify potentially unsafe situations.

Training and Education

A number of courses have been offered to Council employees over the last year to increase knowledge and understanding of how to identify hazards, assess risk and implement controls. Some of the courses included:

- Infection Control - This was designed and delivered by the Department of Human Services to meet the needs of the varied exposures to this risk that our employees deal with in the clinical setting right through to the open space environment.
- Conflict Resolution Training – Enabling employees to identify inappropriate behaviour and provide a structured response.
- Manual Handling – How to identify unsafe work practices and develop controls to eliminate or engineer out the hazard, along with tips on health including safe lifting techniques.
- Workplace Hazard Inspection – Determining what a hazard is versus a risk and how to develop a control plan.
- Dangerous Goods – Differences between hazardous substances and dangerous goods and how to handle, use and store.

- Health & Safety Representative (HSR) – New HSRs undertook a five day training course and continuing HSRs all completed a one day refresher course delivered by VIOSH Australia.

Wellbeing

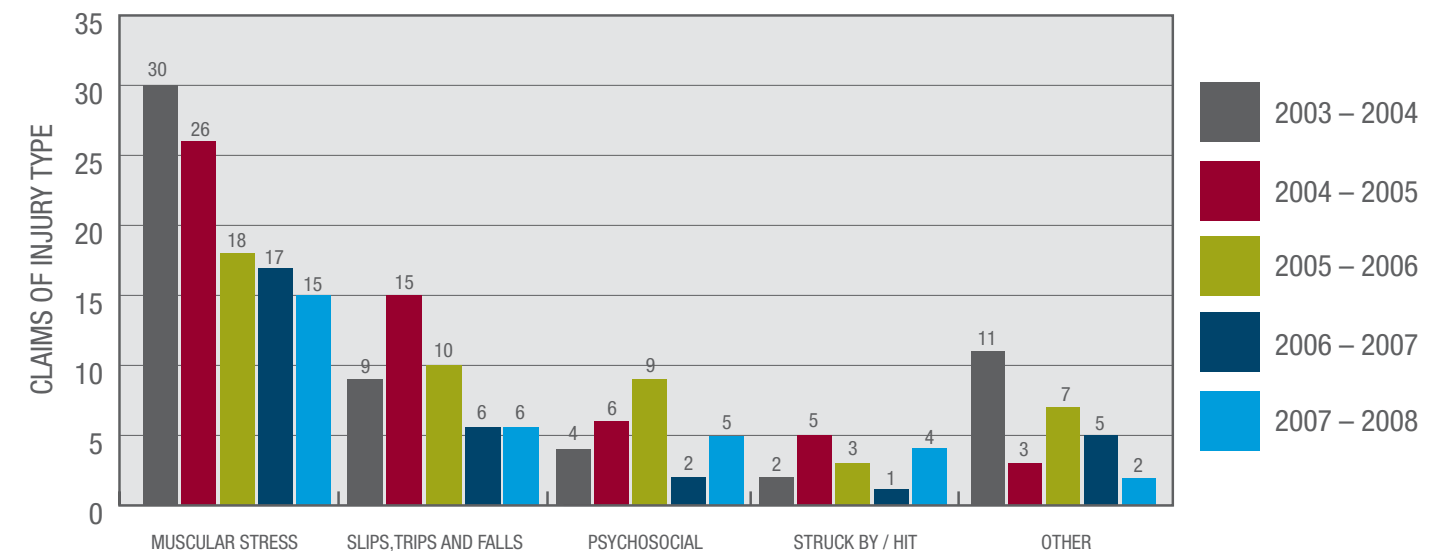
Occupational Health and Safety awareness continued to be promoted in Council workplaces. Similarly, considerable support was given to Council's ongoing Health and Wellbeing Program, with employees given the opportunity to take part in a range of activities and information sessions. The focus is on early intervention with subsidies for activities such as pre-employment medicals, on-site physiotherapy service, core strength training, gym memberships, skin cancer checks and flu vaccinations.

Injury Management

Council continues to see a reduction in manual handling injuries as a result of training and education and through an increase in risk awareness and development of safe practical solutions. However, there has been an increase in the number of psychosocial problems that will be the focus for the coming year.

There were 32 WorkCover claims lodged in the 2007-2008 financial year with 21 resulting in lost time. All injuries were managed with the primary focus being early intervention for appropriate treatment along with maintaining workplace contact to ensure early return to work.

The chart right provides an indication of the types of injuries that Council employees have sustained during 2007-2008 compared to the four years prior.



03 Councillor Representation



Portfolios, Lead Councillors, External Bodies, S86 Committees, Advisory Committees and Working Parties

Portfolio Councillors	
Portfolio	Councillor(s)
City Infrastructure and Development	Crs Anderson and Jolly
Community Wellbeing	Cr Hudson
Community Wellbeing – Aged and Disability Services	Cr Ruyg
Governance	Cr Fletcher
Finance and Shared Services	Cr Vendy
Organisation Development	Cr Philips
City Marketing and Business Development	Cr Innes
Sustainability	Cr Hudson
Lead Councillors	
Project	Councillor Representative
Water	Crs Jones and Philips
Blueprint Ballarat	Mayor of the Day, Cr Hudson
Long Term Financial Strategy	Cr Vendy
Asset Management	Cr Jones
Heritage	Crs Ruyg and Anderson
Ballarat Livestock Selling Centre	Cr Vendy
Ballarat Begonia Festival	Cr Hudson
External Bodies	
Organisation	Councillor Representative
Central Highlands Mayors' and CEOs' Forum	Mayor of the Day or Deputy Mayor
Ballarat Regional Multicultural Council	Mayor of the Day, Cr Ruyg
Central Highlands Regional Library Corporation	Cr Ruyg
Commerce Ballarat	Cr Vendy
Committee for Ballarat	Mayor of the Day
Central Highlands Regional Waste Management Group	Crs Jones (Chair) and Vendy
Municipal Association of Victoria	Cr Vendy (Cr Jones as emergency)
Local Learning Education Network	Mayor of the Day (Cr Innes as emergency)
Regional Cities Group	Mayor of the Day
Ballarat ICT	Mayor of the Day
Victorian Local Governance Association	Crs Jolly and Vendy
League of Historical Cities	Mayor of the Day

Special Committees of Council (Created Pursuant To S86)	
Committee	Councillor Representative
Arch of Victory/Avenue of Honour Special Committee	Learmonth Ward Councillor (ex officio), Mayor of the Day (ex officio) and Alfredton Ward Councillor (ex officio), Cr Ruyg (Heritage Portfolio Councillor)
Ascot Hall Special Committee (Coghills Creek Cemetery)	Learmonth Ward Councillor (ex officio)
Audit Advisory Committee	Mayor of the Day and Cr Fletcher
Ballarat Fine Art Gallery	Cr Innes
Ballarat Friends of Ainara Community Committee	Crs Hudson (Chair) and Vendy (Deputy Chair)
Ballarat Japan Community Committee	Crs Jones (Chair) and Hudson (Deputy Chair)
Ballarat Motoring Project Steering Committee	Crs Philips and Jones
Ballarat Municipal Observatory Special Committee	Canadian Ward Councillor (ex officio)
Brown Hill Hall Special Committee	Caledonian Ward Councillor (ex officio)
Buninyong Town Hall Special Committee	Buninyong Ward Councillor (ex officio)
Burrumbeet Soldiers Memorial Hall Special Committee	Learmonth Ward Councillor (ex officio)
Cardigan Village Community Centre Special Committee	Learmonth Ward Councillor (ex officio)
CEO Performance Review Special Committee	Mayor of the Day (ex officio), Deputy Mayor of the Day (ex officio), Crs Vendy and Fletcher
Eastern Central Business Area Precinct Steering Committee	Mayor of the Day (Chair) and Cr Jones
Her Majesty's Theatre	Cr Innes
Invermay Recreation Reserve Special Committee	Nerrina Ward Councillor (ex officio)
Lake Burrumbeet Advisory Committee	Learmonth Ward Councillor (ex officio)
Lake Learmonth Advisory Committee	Learmonth Ward Councillor (ex officio)
Lake Wendouree and Gardens Special Committee	Crs Ruyg (Chair) and Vendy
Marty Busch Reserve Advisory Committee	Sebastopol Ward Councillor (ex officio)
Miners Rest Hall Special Committee	Learmonth Ward Councillor (ex officio)
Mt Buninyong Scenic Reserve Management Advisory Committee	Buninyong Ward Councillor (ex officio)
Scotsburn Public Hall Special Committee	Buninyong Ward Councillor (ex officio)
Sebastopol RSL Hall	Sebastopol Ward Councillor
Warrenheip Hall Special Committee	Nerrina Ward Councillor (ex officio)

Councillor Representation

Committees established under other Acts

Committee	Councillor member
Ballarat West Town Common	All Councillors
Fire Prevention Committee	Cr Innes
Municipal Emergency Management Planning Group	Cr Jones
Learmonth Cemetery	All Councillors (as Trustees)
Coghills Creek / Glendaurel Cemetery	All Councillors (as Trustees)

Working Parties established by agreement

Committee	Councillor
Ballarat Community Safety Committee	Cr Hudson (Chair)
Fast Train Committee	Cr Jolly
Responsible Gaming Committee	Cr Hudson (Chair)

Advisory Committees created by Council

Committee	Councillor/Officer
Aquatic Centre Committee	Cr Hudson (Chair)
Ballarat Livestock Selling Centre Advisory Committee	Crs Vendy and Jolly
Ballarat/China Community Committee	Crs Jones and Philips
Blueprint Ballarat Community Committee	Mayor of the Day
Destination Ballarat Advisory Board	Cr Innes and Cr Vendy
Disability Advisory Committee	Crs Jones and Ruyg
Eureka Commemorative Advisory Committee (Yet to be endorsed by Council)	Mayor of the Day, Cr Jones and CEO
Heritage Advisory Committee	Crs Ruyg and Anderson
Unfinished Business Advisory Committee	Mayor of the Day
Water Resources Committee	Mayor of the Day and Cr Philips
Road Safety Advisory Committee	Crs Jones (Chair) and Hudson
Children's Services Advisory Committee	Cr Hudson

Internal Working Groups

Working Group	Councillor
Christmas Celebrations Working Group	Crs Vendy and Hudson
Grants and Contributions Fund Allocation Committee	Crs Hudson, Jones, Innes, Ruyg and Anderson
Western Highway Action Committee	Mayor of the Day

Councillor Attendance 2007-2008

From a total of:

- 22 Ordinary Council Meetings
- 6 Special Council Meetings (including Statutory Meeting)

	Ordinary Meeting of Council	Special Council Meetings (including Statutory Meeting)	Apology/LOA	Total Meetings Attended
Cr Anderson	21	6	1	27
Cr Fletcher	7	1	0	8
Cr Hayes*	7	4	6	11
Cr Hudson	21	5	2	26
Cr Innes	21	6	1	27
Cr Jolly	20	4	3	24
Cr Jones	19	5	4	24
Cr Philips	7	1	0	8
Cr Rigg^	9	3	5	12
Cr Ruyg	22	6	0	28
Cr Vendy	21	5	2	26

*Resigned 21 March 2008 ^Resigned 29 February 2008

Citizenship Ceremonies

During the 2007/2008 financial year, Mayor Cr Stephen Jones, Deputy Mayor Cr Des Hudson and Cr David Vendy (former Mayor) conducted 11 citizenship ceremonies at various venues throughout the City of Ballarat including the Trench Room, the Mining Exchange and the Ballarat Fine Art Gallery. In total, 165 candidates from 34 different countries were naturalised and became Australian citizens.

Civic Receptions 1 July 2007 – 30 June 2008

9 July 2007	NAIDOC – National Aborigines & Islanders Day Observance Committee
16 July 2007	APEX 73rd National Convention
26 Sept 2007	Senior of the Year Nominees
19 October 2007	Citizens Honoured by Awards under the Order of Australia in 2006 & 2007
5 November 2007	Supt Paul Murnane – Retirement from Victoria Police
23 November 2007	Rotary International Institute (National Convention)
30 November 2007	Irish Ambassador Mairtin O'Fainin (Eureka Celebrations)
4 February 2008	St Kilda Football Club
7 February 2008	2008 Opening of the Education Year
21 February 2008	United Way Ballarat Community Fund
22 February 2008	Ballarat Country Week Cricket Team Victory Celebrations
28 February 2008	2008 RAAF Reunion
29 February 2008	Multicultural Youth Ambassadors for 2008
13 March 2008	Ballarat National Theatre 70th Birthday
31 March 2008	BRACE – 35 Years
11 April 2008	Ryder-Cheshire Foundation (Biennial Conference)
1 May 2008	Ballarat Rowing Association
22 May 2008	Life Education Ballarat & District celebrating 21 Years

Local Laws

Local Government is empowered under Part 5 of the Local Government Act 1989 to make local laws. As of 30 June 2008 the City of Ballarat had the following local laws.

Community Local Law No. 15

Community Local Law No. 15 is effective from 1 January 2008 to 31 December 2017.

The purpose of this Local Law is to:

- provide for the peace, order and good government of the municipal district of the City of Ballarat;
- provide a safe and healthy environment, in which the residents of the municipality enjoy a quality of life that meets the general expectations of the community;
- control and regulate emissions to the air in order to improve the amenity, environment and quality of life in the municipality;
- ensure that the public can properly use and enjoy public reserves by regulating activities and behaviour in public reserves;
- prohibit, regulate and control the consumption of alcohol in designated areas within the municipality;
- manage, regulate and control the different uses to which roads, Council land and footpaths can be put to ensure that there is a proper balance between private uses and the need to maintain freedom of movement for the public; and
- manage, regulate and control the keeping of animals and birds.

Saleyards Local Law No. 12

Saleyards Local Law No. 12 is effective from 1 April 2005 to 31 March 2015.

The purpose of the Local Law is to:

- detail the administration and management of the Ballarat Livestock Selling Centre;
- enable the City of Ballarat to collect fees from vendors selling stock in the Livestock Selling Centre and to prescribe the level of those fees; and
- prescribe the days, and hours during each day, on which sales can be held at the Livestock Selling Centre.

Meeting Procedures Local Law No. 14

Meeting Procedures Local Law No. 14 is effective from 16 May 2006 to 15 May 2016. This local law superseded Local Law No. 3. The purpose of the Local Law is to:

- provide for the election of the Mayor;
- regulate the use of the common seal;
- prohibit unauthorised use of the common seal or any device resembling the common seal; and
- provide for the procedures governing the conduct of Council meetings and Special Committee Meetings.

Note: Copies of all Local Laws can be obtained from the Town Hall, Sturt Street, Ballarat, during normal office hours or via Council's website at www.ballarat.vic.gov.au

Information Privacy Act 2000

The City of Ballarat aims to comply with the Information Privacy Act 2000 as well as the Health Records Act 2001. This requires Council to adhere to the 10 Information Privacy Principles as well as the 12 Health Information Principles. The City of Ballarat's Privacy Officer received 15 privacy queries within the 2007-2008 financial year. These queries were received from both internal staff members as well as external customers requesting information held by Council.

Risk Management

The City of Ballarat is committed to the reduction of risk exposure in the public domain and the protection of City assets. Through the

implementation of risk management strategies and practices, the City has been successful in reducing the incidence of public liability claims and loss and damage to infrastructure.

Business Improvement@Ballarat

The Business Improvement @ Ballarat Framework (BI@B) is a process developed and used by the City of Ballarat to meet the Best Value principles and create a customer-focussed organisation. The process has evolved over the last two years and had a significant impact on how the City of Ballarat business units work within and on the system.

The objectives of BI@B are to:

- Create a customer-focused organisation that identifies and responds to changing community needs as part of everyday service delivery.
- Drive business unit improvement and efficiency to deliver outstanding customer service.
- Improve user access, consultation and reporting
- Provide services that offer value for money

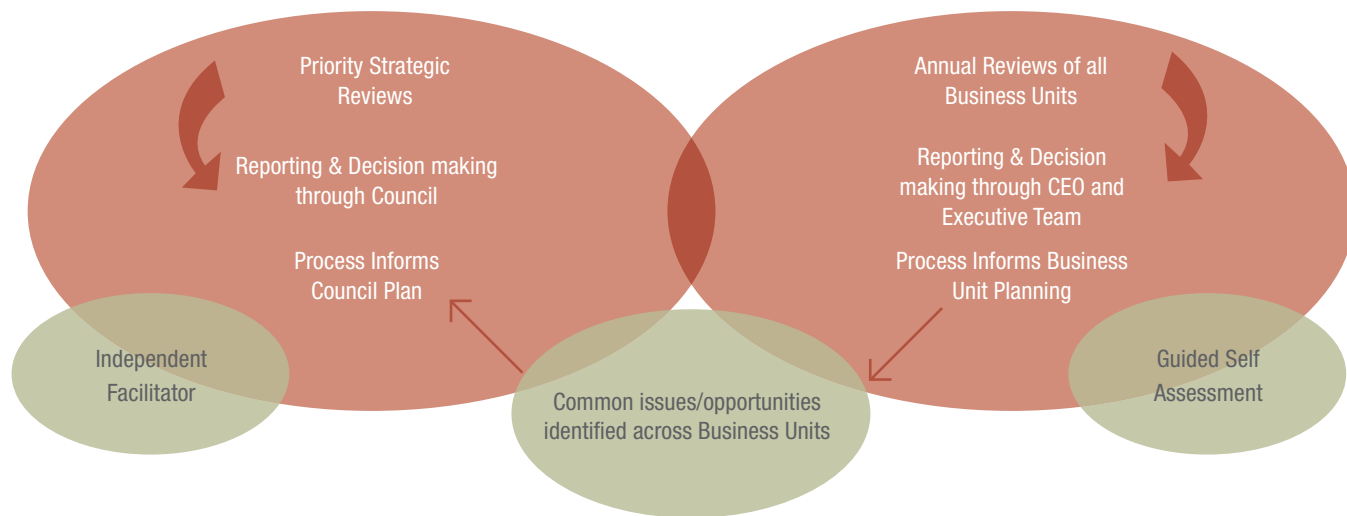
The BI@B process occurs at two levels:

1. Firstly, guided self assessment reviews of all business units are an integral part of the annual Business Planning process. Changes made to business operations are regularly

communicated to our community in the "My Ballarat" community magazine.

2. Secondly, up to two strategic reviews per annum - these reviews are an intense process that takes place over a three to six month period. An independent City of Ballarat officer with experience in organisational development (and/or an external consultant with technical expertise in the given functions) facilitates the process and provides an independent perspective and rigour to the reviews. Outcomes from these reviews inform the Council Plan.

The BI@B process is summarised in the following diagram:



Freedom of Information

How many requests did City of Ballarat receive?

Total Requests Received	8
Personal Requests	8
Non-Personal Requests	0

What happened?

Full Access Given	6
Part Access Given	0
Denied In Full	1
Withdrawn	0
Not Proceeded With	0
Act Does Not Apply	0
Not Processed	0
No Documents	1
Released Outside The Act	0
Not Finalised	0

One internal review was conducted and the outcome was confirmed.

No appeals to VCAT were received.

The following exemptions and sections were used in decisions on access

Section 25A(1)	1
Section 30(1)	0
Section 32(1)	0
Section 33(1)	0
Section 34(1)(a)	0
Section 36(1)(a)	0
Section 36(1)(b)	0
Section 38A(1)(a)	0

Fees and Charges

\$176.00 was collected in application fees.

Protected Disclosures

With respect to Section 104(a) of Whistleblowers Protection Act, the City of Ballarat has adopted the guidelines of the Ombudsman with respect to handling protected disclosures.

With respect to Section 104(b)-(j) and 105 there was a nil return for 2007-2008. In other words, during the year there were no protected disclosures made to the City of Ballarat.

Information available for inspection

Under part 5 of the Local Government (General) Regulations 2004, the City of Ballarat is required to make available for public inspection documents containing the following prescribed matters at the Phoenix Building, Armstrong Street South:

- Details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors under section 74 or 74A of the Local Government Act.
- Details of senior officers' total salary packages for the current financial year and the two previous years including the gross salary, the amount of the Council or employer contribution to superannuation, the value of any motor vehicle provided by the Council and the total value of any other benefits and allowances provided by the Council.
- Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel.
- Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted.
- Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted.
- Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Local Government Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Local Government Act.
- A list of all special committees established by Council and the purpose for which each committee was established.
- A list of all special committees established by the Council which were abolished or ceased to function during the financial year.
- Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Local Government Act.
- Register of delegations kept under section 87, 88 & 98 of the Local Government Act, including the date on which the last review under section 98(6) of the Act took place.
- Submissions received in accordance with section 223 of the Local Government Act during the previous 12 months.
- Agreements to establish regional libraries under section 196 of the Local Government Act.
- Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease.
- Register of authorised officers appointed under section 224 of the Local Government Act.
- A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.
- A list of the names of the organisations of which the Council was a member during the financial year and the details of all membership fees and other amounts and services provided during that year to each organisation by the Council.
- A list of contracts valued at \$100,000 or more which the Council entered into during the financial year without first engaging in a competitive process and which are not contracts referred to in section 186(5) of the Act.

Membership Register 2007-2008

Amount	Vendor	Summary of services provided during the year
\$738.64	Arts Hub Australia Pty Ltd	Provision of information re arts and cultural events, issues and priorities via email bulletins.
\$97.41	Australasian Performing Rights	Provision of high level information re compliance with performance management.
\$360.00	Australian Performing Arts Centres Association	Attendance at meetings, voting as member.
\$100.00	Ballarat Tourist Association	Nil
\$3,000.00	Central Victorian Greenhouse Alliance (CVGA)	It is an umbrella group representing many Councils and organisations to advocate for progress on environmental issues. It supports programs that are undertaken by Council.
\$20,000.00	Committee for Ballarat – membership	Mayor and CEO on Board. CEO chairs Workforce Participation Skills Task Team.
\$480.00	Finpro – Local Government finance professionals	Local Government Accounting Group – Technical advice and conferences.
\$1,100.00	LPAA Victoria	General Newsletter Information.
\$1,410.00	ICLEI – International Council for Local Environmental Initiatives	It is an umbrella group representing many councils and organisations to advocate for progress on environmental issues. It supports programs that are undertaken by Council.
\$690.00	Institute of Public Works Engineering	Attendance at meetings.
\$100.00	Local Government Managers Australia	Provides magazine subscription.
\$50.00	Master Builders Association	Master Builders provides information to Council on industry practices and updates on the level of activity in the industry and future housing trends.
\$35,962.00	Municipal Association of Victoria	10 staff represent Council.
\$700.00	Municipal Works Officers Association	
\$350.00	Parking Association of Australia	
\$120.00	Pinarc Support Services	
\$340.00	Sai Global Ltd	Membership to regional disability services peak agency.
\$300.00	Saleyards Operators Association of NSW Inc	It is incumbent on Council to maintain a library of standards adopted by the Building Code of Australia and ensure latest amendments are attached to the relevant standard.
\$2,820.00	The CEO Institute	Attendance at meetings.
\$700.00	Tourism Alliance Victoria Ltd	CEO Member Syndicate #56
\$7,688.00	VECCI (Ballarat)	
\$50.00	Victoria Theatres Trust	Employment and industrial relations advice and training.
\$450.00	Victorian Assoc of Performing Arts Centres	Submission of articles.
\$15,160.00	Victorian Local Governance Association	Attendance at meetings, voting as member.
\$470.00	Records Management Association of Australasia	
\$438.00	Building Designers Association Victoria	Discount attendance at seminars, information on records management, associated activities.
\$1,000.00	Victorian Women in ICT Network Incorporated	The BDAV is a major stakeholder in the Victorian construction industry. Ballarat is represented by a regional group that meets quarterly. Council has only recently joined the group as a corporate member. It is conceivable that opportunities will be presented for building services to promote the building permit business as the BDAV's preferred service provider for building approvals.
\$480.00	Finance Professionals	Personal and professional networking, business development, contribution to eNewsletter, participation in networking events.
\$350.00	Parking Association of Australia Inc.	Membership of Fin Pro – expiring 30 September 2008.
\$10.00	Ballarat Environment Network	Access to information related to parking matters, invitations to seminars.
\$1,313.64	Taxed	5 year group Membership to Ballarat Environment Network.
\$345.00	Facility Management Association of Australia	Tax Advice and Training.
\$165.00	Business Licensing Authority	Newsletters / seminars / magazine / education training opportunities.
\$250.00	VicSport	Estate Agents Licence.
\$550.00	Housing Industry Association	VicSport is an independent non-government member based organisation representing over 170 members of the Sport and Recreation Industry and their affiliated groups. It provides updated information on grants and funding and unlimited sport networking opportunities.
		Updated information on building activity throughout Victoria. Latest building practices adopted by trades and building designers. Legislation changes that affect the built environment.

Audit Advisory Committee

Members of the audit special committee throughout the 2007 – 2008 financial year have been or currently are:

- Previous Mayor
(Cr David Vandy ceased 9/12/07)
- Current Mayor
(Cr Stephen Jones – commenced 10/12/07)
- Cr Geoff Hayes (ceased to be a councillor as from 28/2/08)
- Cr Craig Fletcher (commenced 14/5/08)
- Mr Graeme O'Rourke (Chairman)
- Mr Stephen Bigarelli (resigned as of 6/11/07)
- Mr Shane Bicknell (commenced 1/1/08)
- Mr Bruce Judkins

The committee met four times in 2007/2008 on the following dates:

- Wednesday 29 August 2007
- Wednesday 5 December 2007
- Wednesday 30 April 2008
- Wednesday 18 June 2008

Reports considered by the Audit Special Committee over the 2007/08 year were:

	Report	Date	Status
AC200	Adoption of Annual Accounts for 2006/2007	29 August 2007	Completed
AC201	Internal Audit Report 2007-03 – Fringe Benefits Tax Return Review	29 August 2007	Completed
AC202	Governance Report	29 August 2007	Completed
AC203	Election of Chairman from 28th September 2007	29 August 2007	Completed
AC204	Victorian Auditor General's Office – Management Letter 30 June 3007	5 December 2007	Completed
AC205	Heritage Loans Policy	5 December 2007	Completed
AC206	Financial Report for month ending 30 September 2007	5 December 2007	Completed
AC207	Internal Audit Plan	30 April 2008	Completed
AC208	Auditor General – Audit Strategy for Year Ending 30/6/08	30 April 2008	Completed
AC209	Financial Report for month ending 31st March 2008	30 April 2008	Completed
AC210	Section 86 Committees – Audit Committee Status	30 April 2008	Completed
AC211	Internal Audit Report – Landfill and Transfer Station	18 June 2008	Completed
AC212	Internal Audit Report – Public Tender and Contract Management	18 June 2008	Completed
AC213	Internal Audit Review – Governance	18 June 2008	Completed



Victorian Local Government Indicators 2007 – 2008

The Council is required to provide the following information to the Minister for Local Government.

Affordability/Cost of Governance

Average rates and charges per assessment	\$1,229
Average residential rates and charges per assessment	\$955

Sustainability

Average liabilities per assessment	\$836
Operating result per assessment	\$411
Operating result (less asset revaluation increment and developer contributions) per assessment	\$242

Services

Average operating expenditure per assessment	\$2,204
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Infrastructure

Average Capital Expenditure per assessment	\$622
Renewal	1:1.01
Renewal and maintenance	1:1.01

Overall Performance

Community satisfaction rating for overall performance	56
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Advocacy

Community satisfaction rating for advocacy and representation on key local issues	59
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Engagement

Community satisfaction rating for engagement in decision making on key local issues	53
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Grants and Donations Register

Person or Organisation	Amount
1st Alfredton Scouts	\$1,000.00
1st Wendouree Scout Group	\$4,057.00
27 Hillcrest Road – water tank installation	\$1,121.45
Apex Club of Wendouree	\$830.00
Athletics Australia – Attendance at 2008 World Cross Country Championships	\$1,200.00
Audio Splinta	\$800.00
Australian Breastfeeding Assoc - Ballarat Group	\$3,950.00
BADGAR Local Animal Rescue Group (Ballarat)	\$100.00
Ballan Cricket & Pony Clubs	\$46.00
Ballarat Aboriginal Co-op.	\$500.00
Ballarat African Association	\$5,000.00
Ballarat Amateur Radio Group Inc	\$1,300.00
Ballarat and District Aboriginal Co-op.	\$1,000.00
Ballarat BLAZE Hockey Club	\$556.00
Ballarat Bushwalking & Outdoor Club	\$1,450.00
Ballarat Childcare Co-op.	\$1,000.00
Ballarat Chinese Community Association Earthquake Appeal	\$3,600.00
Ballarat Christian College	\$450.00
Ballarat City Fire Brigade	\$1,250.00
Ballarat Community Garden Group	\$2,000.00
Ballarat Community Health Centre	\$1,500.00
Ballarat Croquet Club	\$1,800.00
Ballarat District Soccer Association	\$1,000.00
Ballarat Dutch 50+ Club Inc.	\$500.00
Ballarat East Community Shed	\$3,000.00
Ballarat East Cricket Club	\$2,600.00
Ballarat Environment Network	\$1,000.00
Ballarat Film Society Inc.	\$780.00
Ballarat Harriers Inc.	\$3,000.00
Ballarat High School – Youth Development Program	\$1,500.00
Ballarat High School – Olympic Tour by Band Members	\$800.00
Ballarat Home Education Group	\$1,000.00
Ballarat Hospice	\$4,207.38
Ballarat Indian Association	\$3,000.00
Ballarat Ladies Art Association	\$1,000.00
Ballarat Light Car Club	\$1,400.00
Ballarat Municipal Observatory	\$7,083.00
Ballarat North Baptist Church	\$2,000.00

Person or Organisation	Amount
Ballarat North Primary School – purchase of educational equipment	\$1,000.00
Ballarat North Primary School Recycling Project	\$2,000.00
Ballarat Polish Seniors Club Inc.	\$500.00
Ballarat Pony Club	\$250.00
Ballarat Ranger Military Museum	\$750.00
Ballarat Regional Multicultural Council Inc.	\$7,685.00
Ballarat Renewable Energy and Zero Emissions (BREAZE)	\$5,200.00
Ballarat Secondary College East Campus	\$6,000.00
Ballarat Society of Artists	\$500.00
Ballarat South Senior Citizens Centre	\$339.00
Ballarat Sports Foundation	\$5,000.00
Ballarat Sub Branch Vietnam Veterans Assoc Australia	\$1,833.00
Ballarat Travellers Social Club	\$250.00
Ballarat Volleyball Association	\$1,100.00
Ballarat Volunteer Resource Centre	\$5,322.00
Ballarat Woodworkers Guild	\$3,500.00
Ballarat YMCA Street Soccer Program	\$400.00
BEST Community Development	\$4,900.00
Brown Hill Progress Association	\$5,000.00
Buninet	\$1,500.00
Buninyong and District Tennis Association	\$500.00
Buninyong Bowling Club	\$2,000.00
Buninyong Fire Brigade	\$1,000.00
Buninyong Football Netball Club	\$700.00
Buninyong Historical Society	\$1,500.00
Buninyong Joint Library Trust	\$500.00
Buninyong Mt Helen Lions Club	\$3,500.00
Buninyong Mt Helen News	\$500.00
Buninyong Primary School	\$600.00
Buninyong Swimming Pool	\$500.00
Burrumbeet Race Club	\$597.00
Burrumbeet Rural Fire Brigade	\$1,500.00
Canadian Lead Primary School	\$5,200.00
Cardigan Village & District Playgroup	\$2,000.00
Cardigan Village Community Centre	\$1,270.00
Centacare – Catholic Diocese of Ballarat	\$4,430.00
Centacare Ballarat – Pals Program	\$650.00
Central Highlands Asian Australian Assoc of Victoria Inc.	\$2,000.00
Central Wendouree Bowling Club	\$100.00

Person or Organisation	Amount
City of Ballarat – Strengthening Generations	\$500.00
City of Ballarat – Stuffest	\$500.00
City Oval Bowling Club	\$400.00
Community Action for Youth	\$5,300.00
Country Music Association of Victoria (Ballarat)	\$500.00
Country Women's Association	\$2,285.00
Cuba Australia Permaculture Exchange	\$150.00
Damascus College – R.A.G.E. Event	\$1,000.00
Damascus College – Energy Breakthrough Team	\$1,000.00
Dana Street Primary School	\$1,200.00
Delacombe Community House	\$2,500.00
Delacombe Primary School	\$500.00
Doxa Youth Foundation	\$700.00
Drought Relief Walk-a-Thon	\$100.00
Eastwood Leisure Complex Inc.	\$3,000.00
Eureka District Guides	\$1,215.00
Exodus Community House	\$5,380.00
Fishes and Loaves Network	\$5,000.00
Forest Street Primary School	\$1,000.00
Friends of Ballarat Pony Club	\$2,000.00
Friends of Royal Park	\$500.00
Glen Park Primary School	\$1,000.00
Golden Planes Radio Model Flying Club Inc.	\$2,300.00
Grandparents Support Group	\$500.00
Haddon Fire Brigade	\$300.00
Invermay Landcare Group	\$3,000.00
Invermay Primary School	\$1,500.00
Invermay Progress Association	\$3,000.00
Iris Ramsay Kindergarten	\$2,000.00
Jubilee Kindergarten	\$250.00
Lake Wendouree Football Club	\$2,000.00
Layla Wright Appeal	\$1,000.00
Learmonth & District Historical Society	\$2,358.00
Life Education Ballarat	\$2,600.00
Lions International	\$400.00
Little Bendigo Primary School	\$1,000.00
Longechuk Community Development Services in Australia Inc	\$5,000.00
Lumen Christi Primary School	\$200.00
Macarthur Street Primary School	\$2,329.00
Magpie Primary School	\$400.00
Men 4 Men	\$2,760.00
Miners Rest Community Hall	\$500.00
Mount Helen Preschool	\$500.00
Mount Pleasant Primary School	\$2,500.00
Movember Foundation	\$1,550.00
Mrs Graham	\$429.00
Murphys Ballarat	\$236.00
National Breast Cancer Foundation	\$660.00
National Youth Roundtable Member	\$1,000.00
Nazareth House Building Appeal	\$6,362.31
Neighbourhood Watch	\$3,250.00
Nerrina Environmental Preservation Incorporated	\$2,000.00

Person or Organisation	Amount
Nicholas Whitelock – Assistance in education program	\$250.00
Oscar Matthews Fund	\$2,000.00
Paralympian Shotputter attending Australian Institute of Sport	\$400.00
Pinocchio Toy Library	\$1,550.00
Pioneer Park	\$3,500.00
Pleasant Street Primary School	\$250.00
Ranger Barracks Museum	\$2,000.00
Redan Football Club	\$787.10
Redan Primary School	\$400.00
Regional Arts Victoria	\$2,500.00
Relay for Life Ballarat	\$1,000.00
Riding for the Disabled Association – Ballarat	\$4,334.00
Rotary Club of Ballarat East	\$810.00
Rotary Club of Wendouree	\$800.00
Royal Australian Air Force Ballarat Branch	\$1,500.00
Royal South Street Society	\$1,000.00
Rural Adolescent Mental Health Group – University of Ballarat	\$8,045.00
Safety Action Group (Delacombe Neighbourhood Renewal)	\$3,600.00
Sebastopol Child Care Centre	\$5326.71
Sebastopol Fire Brigade	\$900.00
Sebastopol Lions Club	\$400.00
Sebastopol Primary School	\$400.00
Sebastopol RSL	\$2,015.00
Sebastopol Secondary College	\$3,500.00
Sebastopol Senior Citizens Craft Group	\$500.00
Sebastopol Vikings Soccer Club	\$400.00
SSmart Assk Program	\$350.00
Sovereign Hill Music Festival	\$675.00
St James Primary School	\$400.00
State Emergency Service	\$710.00
The Salvation Army Delacombe	\$800.00
United Way Ballarat Community Fund	\$660.00
Uniting Care Ballarat	\$10,069.00
University of Ballarat Westvic Academy of Sport	\$20,000.00
University of the Third Age Ballarat Inc.	\$1,600.00
Volley Ballarat	\$1,200.00
Warrenheip Primary School	\$1,000.00
Wellbeing Wendouree	\$1,600.00
Wendouree Fire Brigade	\$2,200.00
Wendouree West Community House – 30th year celebrations	\$2,000.00
Wendouree West Community House – Men's Shed Program	\$800.00
Wendouree West Community Renewal	\$1,033.87
Western Croquet Club	\$2,000.00
WestVic Hockey	\$300.00
Windermere Hall Committee	\$1,154.00
Women's Health Grampians	\$2,970.00
World Skills Australia	\$4,000.00
York Street Church of Christ Kindergarten	\$1,179.00
Young Parents Group	\$700.00
Zaque	\$5,000.00

2007-2008

Financial Statements

1 July 2007 to 30 June 2008

Contents

note no.	subject	page no.
	Understanding these Accounts	74
	Income Statement	76
	Balance Sheet	77
	Statement of Changes in Equity	78
	Cash Flow Statement	79
1.	Summary of Accounting Policies	81
2.	Functions / Activities of the Council	86
3.	Rate Revenue	87
4.	Statutory Fees, Charges and Fines	87
5.	Grant Revenues	88
6.	Other Revenue	89
7.	Reimbursements	90
8.	Sale of Assets	90
9.	Employee Benefits	90
10.	Contract Payments, Materials and Services	90
11.	Depreciation Expense	90
12.	Other Expense	91
13.	Finance Costs	91
14.	Cash & Cash Equivalents	91
15.	Receivables	92
16.	Other	92
17.	Non Current Assets classified as held for sale	92
18.	Property, Infrastructure, Plant & Equipment	92
19.	Investment Properties	96
20.	Receivables	96
21.	Investment in Associates	97
22.	Payables	97
23.	Trust Funds	98
24.	Interest Bearing Liabilities	98
25.	Employee Benefits	99
26.	Provision – Landfill Improvements	99
27.	Reserves	100
28.	Commitments for Expenditure	100
29.	Reconciliation of Operating Result with Net Cash from Operations	101
30.	Financial Ratios	101
31.	Superannuation	102
32.	Financial Instruments	103
33.	Restricted Assets	107
34.	Financing Arrangements	107
35.	Contingent Liabilities and Contingent Assets	107
36.	Related Parties	108
	Certification of Financial Statements	110
	Performance Statements	112
	Standard Statements	117



2007-2008

Understanding these accounts

For the year ending June 2008, Council made a surplus for the year from operations of \$17.331 million. This supports Council's objective of creating sufficient surpluses to replace existing infrastructure assets in the future.

The financial statements are prepared by Council staff to meet the requirements of the Local Government Act 1989, Local Government (Finance and Reporting) regulations, Australian Accounting Standards as well as the Victorian Auditor General's Model Accounts which are designed to standardise financial reporting for Local Government bodies throughout Victoria.

The statements are audited by the Victorian Auditor General before being approved in principle by Council's Audit Committee and Council itself. The Financial Statements are then forwarded to the Auditor General for final approval.

Once approval has been received, the statements are made available for public inspection, usually in the first two weeks of October each year.

For this financial year, Council has received a clear audit of its Financial Statements. The Financial Statements are made up of four key financial reports and explanatory notes supporting the reports.

The four reports are as follows:

1. Income Statement;
2. Balance Sheet;
3. Statement of Changes in Equity; and
4. Cash Flow Statement.

Each report has a purpose and provides the reader with information in relation to an aspect of Council's financial operation. When the statements are read in conjunction with each other, it assists in the overall understanding of Council's financial position.

1. Income Statement

The Income Statement measures Council's performance over the year and shows if a surplus or deficit (profit or a loss) has been made in delivering services.

The Statement includes all sources of income, less all operating expenses or expenses incurred in delivering Council services.

This includes depreciation, or the writing down of the value of buildings, roads, footpaths, drains and all other infrastructure assets which are used to deliver Council services.

These assets are depreciated over the life of the asset as they are used.

Capital costs or new assets purchased or created during the year are excluded from the Statement but, as indicated above, are depreciated as they are used.

The Statement is prepared on an 'accrual' basis. This means that all income and costs for the year are recognised even though the income may not yet be received (such as interest on investments) or expenses not yet paid (invoices received but not yet paid for goods and services already used).

If the statement is in a loss situation, this means that Council is not creating sufficient surplus to replace infrastructure assets at the time when they need to be replaced.

Continual losses may indicate concern about Council's ability to be financially viable in the longer term.

For the year ending June 2008, Council made a surplus for the year from operations of \$17.331 million.

This supports Council's objective of creating sufficient surpluses to replace existing infrastructure assets in the future.

2. Balance Sheet

The Balance Sheet sets out Council's net accumulated financial worth at a point in time.

It shows the assets that Council holds as well as liabilities or claims against these assets.

Both assets and liabilities are expressed as current or non-current.

Current means that these are assets or liabilities that will be expected to be paid or could be converted into cash within the next 12 months.

Although the Net Assets or Equity represent Council's accumulated net worth, it must be remembered that many of the infrastructure assets are included in order to enable better management of community assets and, in all probability, will never be able to be sold or turned into cash.

As at June 2008, Council's Balance Sheet indicates that Council is in a sound position. Its current assets are 1.99 times current liabilities which demonstrates that Council has sufficient funds on hand to pay liabilities as they fall due.

3. Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in Council's net worth.

Council's net worth can only change as a result of:

- A 'Profit' or 'Loss' as recorded in the Statement of Financial Performance; and
- An increase in the value of noncurrent assets resulting from a revaluation of those assets.

This amount is transferred to an Asset Revaluation Reserve until the asset is sold or a real profit is realised as opposed to being book entry only.

The value of all non-current assets must be reviewed each year to ensure that they reflect their true value in the Statement of Financial Position.

Any movements in other Reserves within this Statement are adjusted through Accumulated Surplus.

4. Cash Flow Statement

The Cash Flow Statement summarises Council's cash receipts and payments for the financial year and the net 'cash in hand' position.

It differs from the Income Statement in that:

- It excludes non cash expenses such as depreciation;
- It excludes the accruals taken into account by the Income Statement;
- It includes payments or receipts in relation to capital items; and
- It includes any 'financing' activities such as

any additional cash that Council may hold as a result of holding increased Trust Deposits.

The Cash Flow Statement has three sections:

1) The Cash Flow from Operating Activities summarises all of the income and expenses in relation to Council's ongoing service delivery.

It is essential that Council has a cash surplus to ensure that it can maintain its day-to-day operations as well as provide funds for future community assets.

2) The Cash Flow from Investing Activities refers to Council's Capital Works' budget expenditure as well as any receipts for the sale of assets and any heritage or community loans advanced.

3) Cash Flow from Financing Activities sets out all activities from 'Financing' which includes receipts and payments of loan borrowings as well as any repayments to Vision Super for Council's superannuation liability.

Notes to the Accounts

The Notes to the Accounts provide further information in relation to the rules and assumptions used to prepare the Financial Statements as well as additional information and detail about specific items within the Statements.

The Notes also advise the reader if there have been any changes to Accounting Standards, Policy or Legislation which may change the way the Statements are prepared.

Within the four Financial Statements, there is a 'Note' column to indicate to which Note the reader can refer for additional information.

Information in the Notes is particularly useful where there has been a significant change from the previous year's comparative figure.

Statement of Principal Accounting Officer, Councillors and the Chief Executive Officer and Auditor-General's.

Report on the Financial Report

These sections provide the reader with a written undertaking in relation to the correctness and trustworthiness of the accounts.

In particular, the audit report from the Auditor General provides an independent view of the Statements and will advise the reader if there are any issues of concern.

Understanding the Standard Statements

These special purpose financial reports have been prepared by Council staff on an accounting base that is consistent with the financial statements and in accordance with the requirements of the Local Government Act 1989, Local Government (Finance and Reporting) Regulations.

These statements provide the same financial data for the actual results for the financial year whilst providing a comparison to the adopted budget for both the standard statements for additional information.

The standard statement uses the same accounting base and format as used in the Strategic Resource Plan, budget and annual report. The statements are audited by the Victorian Auditor General before being approved in principle by Council's Audit Committee and Council itself.

The Standard Statements are then forwarded to the Auditor General for final approval.

Once approval has been received, the statements are made available for public inspection, usually in the first two weeks of October each year.

For this financial year, Council has received a clear audit of its Standard Statements.

The Standard Statements are made up of four key financial reports.

The four reports are as follows:

1. Standard Income Statement
2. Standard Balance Sheet
3. Standard Cash Flow Statement
4. Standard Statement of Capital Works

Income Statement

For the year ended 30 June 2008

	Notes	2008 \$'000	2007 \$'000
Revenue			
General Rates	3	48,628	44,110
Statutory Fees, Charges and Fines	4	26,028	24,304
Grant Revenues	5	23,781	19,723
Other Revenue	6	9,373	9,857
Reimbursements	7	39	76
Interest		2,243	1,436
Total Revenue		110,092	99,506
Expenses			
Employee Benefits	9	34,322	33,048
Contract Payments , Materials and Services	10	32,252	29,532
Depreciation	11	19,947	19,942
Other Expenses	12	5,380	5,846
Finance Costs	13	1,029	970
Total Expenses		92,930	89,338
Net Gain(Loss) on disposal of Property, Plant & Equipment	8	261	518
Share of net profits (losses) of associates accounted for using the equity method	21	(92)	(131)
Total Surplus (deficit) for the year		17,331	10,555

The accompanying notes form part of this financial report

Balance Sheet

For the year ended 30 June 2008

	Notes	2008 \$'000	2007 \$'000
CURRENT ASSETS			
Cash and cash equivalents	14	36,781	31,100
Trade and other receivables	15	5,415	3,204
Other	16	973	762
Non-current assets classified as held for sale	17	41	1,199
Total Current Assets		43,210	36,265
NON-CURRENT ASSETS			
Infrastructure, Property, Plant & Equipment	18	996,000	868,456
Receivables	20	23	96
Investment property	19	4,247	4,305
Investments in Associates	21	1,632	1,724
Total Non-Current Assets		1,001,902	874,581
Total Assets		1,045,112	910,846
CURRENT LIABILITIES			
Trade and other payables	22	9,328	4,973
Trusts	23	1,621	1,597
Interest Bearing Liabilities	24	2,557	2,805
Provisions	25,26	8,241	7,677
Total Current Liabilities		21,747	17,052
NON-CURRENT LIABILITIES			
Interest Bearing Liabilities	24	11,637	14,193
Provisions	25,26	1,868	1,671
Total Non-Current Liabilities		13,505	15,864
Total Liabilities		35,252	32,916
NET ASSETS		1,009,860	877,930
Represented by:			
Accumulated Surplus		572,858	555,796
Other Reserves	27(a)	1,646	1,379
Asset Revaluation Reserve	27(b)	435,356	320,755
EQUITY		1,009,860	877,930

The accompanying notes form part of this financial report

Statement of Changes of Equity

For the year ended 30 June 2008

Notes	Accumulated	Asset	Other	Total	Total
	Surplus	Revaluation	Reserves		
	2008	2008	2008	2008	2007
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July	555,794	320,755	1,379	877,928	865,551
Result from Ordinary Activities	17,331	-	-	17,331	10,555
Revaluation Increment/(Decrement)	27(b)	-	114,601	114,601	1,824
Transfers to reserves	27(a)	(308)	-	308	-
Transfers from reserves	27(a)	41	-	(41)	-
Adjustment due to prior year error		-	-	-	-
Removed and recognised in profit/loss		-	-	-	(2)
Balance as at 30 June	572,858	435,356	1,646	1,009,860	877,928

The accompanying notes form part of this financial report

Cash Flow Statement

For the year ended 30 June 2008

Notes	Actual 2008 \$'000 Inflow (Outflow)	Actual 2007 \$'000 Inflow (Outflow)
Cash Flows from Operating Activities		
Payments		
Employee benefits	(33,559)	(32,600)
Contract payments, materials & services(inclusive of GST)	(36,768)	(34,333)
Other expenses	(5,380)	(5,861)
	(75,707)	(72,794)
Receipts		
General Rates	48,629	43,921
Government Grants (inclusive of GST)	23,265	21,017
User Charges (inclusive of GST)	26,465	27,868
Net GST refund	3,089	2,546
Interest	2,243	1,436
Reimbursements	39	76
Other revenue (inclusive of GST)	2,215	2,158
	105,945	99,022
Net cash inflow from operating activities	29	26,228
Cash Flows from Investing Activities		
Payments for:		
Land	(2,099)	(1,864)
Buildings	(2,216)	(1,955)
Infrastructure & Other Structures	(15,613)	(13,942)
Plant and Equipment	(2,927)	(2,412)
Furniture and Fittings	(39)	(659)
	(22,894)	(20,832)
Proceeds from:		
Sale of Plant and Equipment	755	1,045
Sale of Land and Buildings	1,345	1,471
Loans and Advances	73	63
	2,173	2,579
Net cash outflow from investing activities	(20,721)	(18,253)
Cash Flows from Financing activities		
Interest and other costs of finance	(1,032)	(977)
Proceeds from borrowings	0	5,175
Repayment of borrowings	(2,804)	(5,175)
Net cash inflow/(outflow) from financing activities	(3,836)	(977)
Net increase/(decrease) in cash held	5,681	6,998
Cash at beginning of the period	31,100	24,102
Cash at end of the period	14	31,100
Restrictions on cash assets	33	
Financing arrangements	34	

The accompanying notes form part of this financial report

Introduction

The City of Ballarat was established by an Order of the Governor in Council on 6th May 1994 and is a body corporate. The Council's main office is the Town Hall located in Sturt Street, Ballarat. Council's main Customer Service Centre is located at The Phoenix Building, 25 Armstrong Street South, Ballarat (behind the Town Hall).



The purpose of the Council is to:

- provide for the peace, order and good government of its municipal district;
- to promote the social, economic and environmental viability and sustainability of the municipal district; to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
- to improve the overall quality of life of people in the local community;
- to promote appropriate business and employment opportunities;
- to ensure that services and facilities provided by the Council are accessible and equitable;
- to ensure the equitable imposition of rates and charges; and
- to ensure transparency and accountability in Council decision making.

External Auditor – Auditor-General of Victoria

Internal Auditor – AFS and Associates

Bankers – National Australia Bank

Website address – www.ballarat.vic.gov.au

This financial report is a general purpose financial report that consists of an Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations, the Local Government Act 1989, and the Local Government (Finance and Reporting) Regulations 2004.

1. SUMMARY OF ACCOUNTING POLICIES

(a) Basis of Accounting

This financial report has been prepared on the accrual and going concern bases.

Except for certain assets, including infrastructure and artwork assets which are at valuation, the report has been prepared in accordance with the historical cost convention.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) The Ballarat City Council Reporting Entity

All Funds over which the Ballarat City Council controls resources to carry on its functions have been included in this financial report.

In the process of reporting on the Ballarat City Council as a single unit, all transactions and balances between those Funds (for example,

loans and transfers between funds) have been eliminated in full.

(c) Change in Accounting Policies

There have been no significant changes in accounting policy.

(d) Revenue Recognition

Rates, Grants, Donations and Other Contributions

Rates, grants, donations and other contributions are recognised as revenues when Council obtains control over the assets comprising the contributions.

Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

Rate debts are a charge attached to the rateable land and therefore no provision for doubtful debts is made.

Control over granted assets is normally obtained upon their receipt or upon prior notification that a grant has been secured.

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Where grants and contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed in Note 5. That note also discloses the amount of contributions recognised as revenues in a previous reporting period which were obtained in respect of the local government's operations for the current reporting period.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

User Fees and Fines

Environmental levy charges are recognised at the commencement of the rating period. All other fees, fines and charges are recognised on an accrual basis, when the service has been provided, the payment received, or when the penalty applies, whichever first occurs.

A provision for doubtful debts is recognised when collection in full is no longer probable.

Sale of property, infrastructure, plant and equipment

Asset sales are recognised when an unconditional contract of sale is signed.

Interest and rents

Interest and rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

(e) Depreciation of Non-Current Assets

All non-current assets having a limited useful life to the Council are systematically depreciated over their useful lives in a manner, which reflects the consumption of the service potential embodied in those assets. Land is not a depreciable asset.

Artworks are not depreciated as they are considered to appreciate over time.

Depreciation is recognised on a straight-line basis for all non current assets, using rates that are reviewed each reporting period.

The useful lives of non-current assets are as follows:

Buildings	- 30 to 200 years
Furniture and Fittings	- 6 to 15 years
Recreation and Business Undertakings	- 3 to 200 years
Plant and Equipment	- 2 to 25 years
Infrastructure	- 15 to 200 years

There has been no change in the above useful lives and capitalisation thresholds from the prior years.

(f) Maintenance and Repairs

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(g) Bank Loans and Finance Costs

Bank loans are carried at the principal amount outstanding. Bank loans are subject to borrowing limits imposed by State Government under Loan Council approval arrangements.

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

(h) Recognition and Measurement of Non-Current Assets

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

Non-monetary assets received in the form of grants or donations are recognised as assets and revenue at their fair value at the date of receipt. Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

The capitalisation thresholds of non-current assets are as follows:

Buildings	\$5,000 threshold
Furniture & Fittings	\$1,000 threshold
Recreation & Business Undertakings	\$5,000 threshold
Plant & Equipment	\$1,000 threshold
Infrastructure	\$10,000 threshold

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment and furniture and fittings are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arm's length transaction. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was re-valued.

Where the assets are re-valued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised

as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Infrastructure assets and other structures were re-valued to their current cost less accumulated depreciation as at 1 July 2007. This resulted in a net increment in Infrastructure assets of \$25.904m. The total increment in Infrastructure assets of \$25.904m was recognised in the asset revaluation reserve (Note 27(b)).

In addition, Council undertakes a formal revaluation of land, buildings and infrastructure assets on a regular basis. The valuation is performed either by experienced Council officers or independent experts.

The revaluation frequency of non-current assets are as follows:

Buildings:	once every 4 years
Land:	once every 4 years
Recreation & Business Undertakings:	once every 4 years
Artworks:	once every 4 years
Infrastructure:	yearly

This revaluation included reassessment of remaining useful lives and was undertaken to better reflect the consumption of future benefits embodied in these assets.

- Valuation of freehold and other controlled land (January 2008) was determined by V.C. Braybrook AAPI of V Braybrook & Associates Pty Ltd. Land is valued at market value, considering known defects with the land.
- Non significant assets being Plant and Equipment and Furniture and Fittings are deemed to be valued at cost.
- Valuation of buildings (January 2008) were determined by V.C Braybrook AAPI of V Braybrook & Associates Pty Ltd. The valuation has been compiled on the basis of current replacement cost less accumulated depreciation.
- Valuation of Infrastructure comprising earthworks, substructures, seals, kerbs relating to roads, footpaths, bridges and roundabouts, drains and street furniture (July 2007) were determined by Council engineers. These assets are recognised in accordance with AAS27 "Financial Reporting by Local Governments" and are valued at written down current replacement cost.

- The valuation of Artworks was performed by Simon Storey Valuers MAVAA and are valued at net realisable value at 30 June 2006.
- The valuation of Recreation & Business Undertakings was performed by Council Engineers and are valued at written down current replacement cost at 1 July 2007.

Land under Roads

The Council has elected not to recognise land under roads as an asset in accordance with AASB 1045 Land under Roads, which extends the requirement to recognise and measure land under roads as an asset of Council until 30 June 2008.

Eureka Flag

Whilst Council has control over the Eureka Flag, it has not been included in the financial statements as uncertainty exists to the appropriateness of its carrying value. This is due to the unique nature of this asset and the absence of a market value.

(i) Cash and cash equivalents

For purposes of the statement of cash flows, cash and cash equivalents includes cash deposits which are readily convertible to cash, and cash on hand which are used in the cash management function on a day-to-day basis.

(j) Investments

Investments, other than investments in associates are brought to account at cost and interest is recognised as it accrues.

(k) Accounting for investments in associates

The Council recognises its interest in the Central Highlands Regional Library Corporation by recording an investment in its financial statements at a value based on the Council's underlying interest in the net assets of the Library as disclosed in its unaudited financial statements for the year ended 30 June 2008. The Council share of the net assets is calculated on the same ratio as it contributes to the operating costs of the service. Annual contributions to the library are included in the Statement of Financial Performance.

(l) Tender Deposits

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited.

(m) Employee Benefits

Wages and Salaries

A liability for wages and salaries is recognised, and is measured as the amount unpaid at balance date at current pay rates in respect of employees' services up to that date.

Annual Leave

Annual leave entitlements are accrued on a pro rata basis in respect of services provided by employees up to balance date and are measured at the amount expected to be paid, including appropriate on-costs, when the accrued obligation is settled. Annual leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth bond rates are used for discounting future cash flows.

Long Service Leave

Long service leave entitlements payable are assessed at balance date having regard to expected employee remuneration rates on settlement, employment related on-costs and other factors including accumulated years of employment, on settlement, and experience of employee departure per year of service.

Long service leave expected to be paid within 12 months is measured at nominal value based on the amount expected to be paid when settled and is recognised as a current liability in the statement of financial position. Long service leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth bond rates are used for discounting future cash flows.

Classification of employee benefits

An employee benefit liability is classified as a current liability if the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the period. This would include all annual leave and unconditional long service leave entitlements.

Sick Leave

Sick leave entitlements do not vest and are paid only upon a valid claim for sick leave by an employee. As Council does not pay for any sick leave taken beyond what is entitled to any employee, there is no requirement for a sick leave provision.

Superannuation

A liability is recognised in respect of Council's present obligation to meet the unfunded obligations of defined benefit superannuation schemes to which its employees are members. The liability is defined as the Council's share of the scheme's unfunded position, being

the difference between the present value of employees' accrued benefits and the net market value of the scheme's assets at balance date.

The superannuation expense for the reporting year is the amount of the statutory contribution the Council makes to the superannuation plan which provides benefits to its employees together with any movements (favourable/unfavourable) in the position of any defined benefits schemes. Details of these arrangements are recorded in the notes.

(n) Leases

Finance leases

Leases of assets where substantially all the risks and benefits incidental to ownership of the asset, but not the legal ownership, are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are amortised on a straight line basis over their estimated useful lives to the Council where it is likely that the Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter.

Operating leases

Lease payments for operating leases are recognised as an expense in the years in which they are incurred as this reflects the pattern of benefits derived by the Council.

(o) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if there is no unconditional right to defer settlement within the next twelve months, being the Council's operational cycle.

(p) Payables and Other Current Liabilities

Payables and other current liabilities are amounts due to external parties for the purchase of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after invoice date. Interest is not payable on these liabilities.

(q) Sundry Debtors

Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable. Collectability of overdue accounts is assessed on an ongoing basis.

(r) Stores and Materials

Stores and materials are stated at the lower of cost and net realisable value. Costs are assigned to individual items of stock mainly on the basis of weighted average costs.

(s) Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

The amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the Statement of Financial Position.

(t) Agreements equally proportionately unperformed

The Council does not recognise assets and liabilities arising from agreements that are equally proportionately unperformed in the balance sheet. Such agreements are recognised on an 'as incurred' basis.

(u) Web site costs

Costs in relation to websites are charged as an expense in the period in which they are incurred.

(v) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the income statement.

(w) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars.

(x) Reserves

The Ballarat Livestock Selling Centre Reserve is a reserve established to fund capital works undertaken at the Ballarat Livestock Selling Centre. Except for the asset revaluation reserve all other reserves are for bequests that have been provided to Council and are to be expended in accordance with the original bequest details. (Note 27(a)).

(y) Non-current assets held for sale

AASB 5 Non-current Assets Held for Sale and Discontinued Operations requires an entity to classify a non-current asset as held for sale if its carrying amount will be recovered principally through its sale rather than through continued use. A non-current asset classified as held for sale is measured at the lower of its carrying amount and fair value less costs to sell. Depreciation ceases when an asset has been classified as held for sale.

(z) Investment property

Investment property, comprising freehold office complexes, is held to generate long-term rental yields. All tenant leases are on arm's length basis. Investment property is measured initially at cost, including transaction costs. After initial recognition, investment property is carried at cost value, and depreciated annually.

(aa) Financial guarantee

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. The liability is initially measured at fair value, and if there is material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

(ab) New accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2008 reporting period. The Department of Treasury and Finance assesses the impact of these new standards and advises councils and other entities of their applicability and early adoption where applicable.

As at 30 June 2008, the following standards and interpretations (applicable to departments) had been issued, but were not mandatory for the financial years ending 30 June 2008. The Council has not, and does not intend to, adopt these standards early.

Note 1 (aa) Summary of accounting policies

AASB Amendment	Standards Affected	Outline of Amendment	Application date for Council
AASB 2006-3 Amendments to Australian Accounting Standards	AAS 27 Financial Reporting by Local Governments AASB 1045 Land Under Roads: Amendments to AAS 27A, AAS 29A and AAS 31A	From the beginning of the reporting period to which this Standard is first applied, until the end of the first reporting period ending on or after 31 December 2007, transitional provisions shall apply. Under those provisions, local governments, while encouraged to apply the full provisions of this Standard, may elect instead not to recognise land under roads as an asset in the balance sheet.	1 July 2008
AASB 1004 Contributions	AAS 27 Financial Reporting by Local Governments	As this Standard broadly reproduces the requirements relating to contributions contained in AAS 27, there will be no direct impact on the financial report.	1 July 2008
AASB 1051 Land Under Roads	AAS 27 Financial Reporting by Local Governments	In respect to land under roads acquired before 30 June 2008: allows a Council to elect to recognise or not to recognise an asset; requires any adjustment upon recognition to be made against accumulated surplus; requires a Council to disclose its accounting policy; allows a Council to elect to adopt the fair value or a previous revaluation; requires any above elections to be made effective as at 1 July 2008. Requires that land under roads acquired after 30 June 2008 is accounted for in accordance with AASB 116. The impact of any changes that may be required cannot be reliably estimated and is not disclosed in the financial report.	1 July 2008
AASB 1052 Disaggregated Disclosures	AAS 27 Financial Reporting by Local Governments	As this Standard broadly reproduces the requirements relating to disaggregated disclosures contained in AAS 27, there will be no direct impact on the financial report.	1 July 2008
AASB 2007-9 Amendments to Australian Accounting Standards arising from the Review of AASs 27, 29 and 31	AAS 27 Financial Reporting by Local Governments Amendments to: AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127, AASB 137	As this Standard broadly reproduces the requirements relating to certain relevant requirements contained in AAS 27, there will be no direct impact on the financial report.	1 July 2008

2(a). Functions / Activities of the Council

	Actual 2008 \$'000	Actual 2007 \$'000
Revenues		
Chief Executive Officer	42	4
Planning & Development	5,548	3,361
City Infrastructure	21,804	20,357
City Marketing and Business Development	3,530	2,927
Community Wellbeing	13,836	15,667
Sustainability	4,565	1,348
Finance and Corporate Services	68,602	62,820
People and Culture	48	74
Total	117,975	106,558
Expenses		
Chief Executive Officer	1,661	1,692
Planning & Development	7,697	8,802
City Infrastructure	27,632	28,966
City Marketing and Business Development	9,654	7,672
Community Wellbeing	17,481	19,927
Sustainability	4,478	1,678
Finance and Corporate Services	31,257	26,011
People and Culture	784	1,255
Total	100,644	96,003
Operating Surplus	17,331	10,555

2(b). Components Functions / Activities

The components of functions and activities relating to Council programs are as follows:

Executive Unit

Executive Unit relates to the general costs required to effectively govern the municipality. These costs include expenditure relating to: Councillors, and the Chief Executive's Office.

Finance and Corporate Services

Finance Department relates to organisational financial management. These include expenditure relating to Financial Services, Internal and External Audit, Depreciation of Council assets, Valuations and Administration of Council properties. The Division consists of Budget & Infrastructure, Financial Services, Contracts & Procurement and Revenue. The Corporate Services included are Governance, Customer Service and Legal Services.

Planning & Development

Planning & Development relates to the provision of planning and environmental services to

protect and enhance the municipality. These include expenditure relating to Building Services, Statutory Planning, Strategic Planning, Traffic, Environmental Health and Local Laws

Community Wellbeing

Community Wellbeing relates to the provision of a broad range of community leisure and cultural needs and services. These include expenditure relating to Community Development, Regional Library, Family, Youth and Children Services and Aged and Disability Services.

City Infrastructure

City Infrastructure relates to the provision of planning and infrastructure services to enhance the municipality. These include expenditure relating to Buildings, Infrastructure Planning and Design, and Parks and Environment. It also includes Roads maintenance, Livestock Selling Centre, Assets Management and Program Delivery.

City Marketing and Business Development

City Marketing and Business Development relates to the provision of a broad range

services. These include City Attractions & Tourism, Marketing & Communications and Economic Development. Areas of expenditure relate to Her Majesty's Theatre, Ballarat Fine Art Gallery, Events Ballarat, Tourism, and the Begonia Festival.

Sustainability

Sustainability relates to the provision of corporate strategy, planning and sustainability for the organisation both in the short and long term.

People and Culture

People and Culture relates to the provision of occupational health and safety / human resources, remuneration services and training and development for employees of the City of Ballarat.

3. Rate Revenue

	2008 \$'000	2007 \$'000
General Rates	47,027	42,978
Special Rates	1,396	1,014
Business Incentive Rebates	(5)	14
Interest on Rates	227	174
Abandonment's	(17)	(70)
	48,628	44,110

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the City of Ballarat. The valuation base used to calculate general rates for 2007-2008 was \$10,498.571 million. (2006-2007 \$10,298.970 million).

The date of the previous general revaluation of land for rating purposes was 1 January 2006, and the valuation applied to the rating period commencing 1 July 2006. The date of the latest general revaluation of land for rating purposes was 1 January 2008, and the valuation will be first applied to the rating period commencing 1 July 2008.

4. Statutory Fees, Charges and Fines

	2008 \$'000	2007 \$'000
Aged Services Fees	2,499	2,516
Aquatic Centre	3,179	2,826
Art Galleries	283	360
Begonia Festival	103	122
Building and Scaffolding Fees	650	763
Child Care Centres and Kindergartens	989	933
Dog and Cat Registrations and Fines	558	430
Environmental Levy	4,889	4,450
Eureka Centre	493	499
Family Day Care	114	112
Health Licences and Fees	354	345
Land Information Certificates	82	75
Legal Expenses Recovered	210	156
Livestock Selling Fees and Charges	1,149	1,264
Local Law Permits	94	73
Meals on Wheels	693	691
Other	1,062	897
Parking Fees, Fines and Charges	2,749	2,269
Performing Arts Centres	716	698
Private Works	67	107
Property Rentals	743	747
Robert Clark Centre	89	77
Sale of Valuations	41	188
Subdivision Supervision & Certification Fees	418	433
Landfill Operations	2,861	2,354
Town Planning Fees and Certificates	472	474
Training Incentives	66	202
Transfer Station	405	243
	26,028	24,304

5. Grant Revenues

Grants used for operating activities:	2008 \$'000	2007 \$'000
Parks & Environment		
Parks & Environment	342	450
Transport		
School Crossing Supervision	147	147
Economic Development, Tourism and Planning		
Regional Development and Social Planning	991	474
Arts, Heritage and Culture		
Art Gallery, Theatres and Community Arts	272	254
Community Services		
Family and Children's Services	2,620	2,471
Home Care	3,341	3,075
Aged and Disabled	660	642
Maternal and Child Health	570	341
Healthy Community	286	223
Immunisations	276	107
	7,753	6,859
Other		
Other	-	34
	-	34
General Revenue Grant	7,545	7,038
Total	17,050	15,256
Grants used for the acquisition of assets		
Roads	3,175	2,696
Equipment	-	0
Other Structures	2,980	740
Buildings	576	1,031
Total	6,731	4,467
Grand Total Grants	23,781	19,723
Recurrent	17,050	15,256
Non-Recurrent	6,731	4,467
Total	23,781	19,723

Note 5. Grant Revenues continued

	2008 \$'000	2007 \$'000
Grants & contributions received as revenues during the reporting period obtained on the condition that they be expended in a manner specified by the grantor, but yet to be expended in that manner at reporting date:		
Regional Development Programs	473	153
Community Projects	11	52
Arts & Culture	62	50
Maternal & Child Health	46	0
Home Care	151	0
Buildings	498	114
Other Structures	177	0
Other	27	14
Roads	209	0
Parks & Environment	20	201
	1,674	584
Grants & contributions recognised as revenues in a previous reporting period and which were expended during the current reporting period in the manner specified by the grantor, were:		
Community Projects	52	254
Arts & Culture	50	15
Other Structures - POW Memorial	114	0
Roads	14	848
Parks & Environment	201	84
Regional Development Programs	153	99
	584	1,300

6. Other Revenue

	2008 \$'000	2007 \$'000
Operating		
- Insurance Recoveries	263	231
Contributions		
- Art Gallery	95	62
- Youth Services	31	36
- Safe Taxi Ranks	0	14
- Other Events and Programs	54	20
- Parks , Waterways and Environment	101	55
- Community Services	108	78
- Tourism Development and Economic Promotion	125	107
- Other	62	164
Non Operating Contributions		
- Subdivision Contributions (monetary)	384	7,816
- Land and Subdivision Acquisitions (non-monetary)	7,305	503
- Infrastructure	784	35
- Art Gallery Art Works Acquisitions	61	471
- Recreation Facility	0	265
	9,373	9,857

7. Reimbursements

	2008 \$'000	2007 \$'000
Road Maintenance/Works	10	49
Other	29	27
	39	76

8. Sale of Assets

	2008 \$'000	2007 \$'000
(a) Land and Buildings		
Proceeds from Sales	1,345	1,471
Less: Cost of Land and Carrying Amount of Buildings Sold	(1,299)	(1,073)
Profit (Loss) on Sales	46	398
(b) Sales of Plant and Equipment		
Proceeds from Sales	755	1,045
Less: Carrying Amount of Plant and Equipment Sold	(540)	(925)
Profit (Loss) on Sales	215	120

9. Employee Benefits

	2008 \$'000	2007 \$'000
Labour & Allowances	26,846	26,007
Superannuation	2,654	2,499
Annual Leave and Long Service Leave	3,325	2,816
Workcover Premium	788	1,006
Other Overheads & Related Costs	709	720
	34,322	33,048

10. Contract Payments, Materials & Services

	2008 \$'000	2007 \$'000
Contract payments , materials and services	28,095	25,437
Vehicle Costs	2,043	1,764
Utilities	2,114	2,331
	32,252	29,532

11. Depreciation Expense

	2008 \$'000	2007 \$'000
Depreciation was charged in respect of:		
Infrastructure	13,707	14,250
Other Structures – Recreation & Business Undertakings	1,209	1,089
Buildings	2,321	2,287
Furniture and Fittings	476	184
Plant and Equipment	2,210	2,107
Landfill Improvements	24	25
	19,947	19,942

12. Other Expense

	2008 \$'000	2007 \$'000
Other expenses include:		
Lease expenses	1,066	1,371
Insurances	1,270	1,546
Regional Library Contribution	1,042	999
Other	393	381
Election Expenses	45	0
Public Relations	617	586
Bad and Doubtful Debts	144	4
Councillor Remuneration	193	164
Auditor's Remuneration	60	59
Contributions to Community Groups	155	165
Legal Expenses	219	424
Licences/Permits	176	147
	5,380	5,846

13. Finance Costs

	2008 \$'000	2007 \$'000
Interest Paid/Payable	1,029	970
	1,029	970

14. Cash and Cash Equivalents

	2008 \$'000	2007 \$'000
Cash at Bank and on Hand	6,454	6,752
Investments – Held to Maturity	29,848	24,107
Deposits at Call	479	241
	36,781	31,100

15. Receivables

	2008 \$'000	2007 \$'000
Rates Receivable	1,080	1,081
Perin/Parking Infringements	419	117
Loans and Advances	6	5
Other Debtors	3,370	1,677
Less: Provision for Doubtful Debts	(153)	(48)
Net GST Receivable	693	372
	5,415	3,204
Movement in the Provision for Doubtful Debts	2008 \$'000	2007 \$'000
Balance at beginning of the year:	(48)	(58)
Addition of new provisions recognised during the year	(116)	0
Minus amounts already provided for & written off as uncollectable	11	10
Minus amounts provided for but recovered during the year	0	0
Minus previous Impairment Losses reversed	0	0
Balance at end of year	(153)	(48)

16. Other

	2008 \$'000	2007 \$'000
Prepayments	353	254
Stock held for Sale	225	179
Stock held for Distribution	174	184
Accrued Income	221	145
	973	762

17. Non-Current Assets Classified as held for Sale

	2008 \$'000	2007 \$'000
Doveton Street Car park	0	706
55 Launchley Drive	0	169
Rubicon Street Car Park	0	252
64-66 Park Street	0	72
Rodier St	41	0
	41	1,199

18(a). Land

	2008 \$'000	2007 \$'000
Freehold & Other Controlled Land – at valuation 2004	0	195,083
Freehold & Other Controlled Land – at valuation 2008	291,003	0
Freehold Land – at cost	866	2,104
	291,869	197,187

18(b). Buildings

	2008 \$'000	2007 \$'000
Buildings – at valuation 2004	0	68,182
Buildings – at valuation 2008	68,359	0
Buildings – at cost	1,224	12,686
Less: Accumulated Depreciation	(1,227)	(7,643)
	68,356	73,225

18(c). Landfill Improvements

	2008 \$'000	2007 \$'000
Landfill Improvements	1,192	1,192
Less: Accumulated Depreciation	(49)	(25)
	1,143	1,167

18(d). Other Structures-Recreation & Business Undertakings

	2008 \$'000	2007 \$'000
Other Structures - at valuation 2004	0	20,965
Other Structures - at valuation 2008	37,139	0
Other Structures - at cost	2,970	3,770
Less: Accumulated Depreciation	(1,209)	(4,983)
	38,900	19,752

18(e). Infrastructure

	2008 \$'000	2007 \$'000
Other structures – at valuation 1 July 2006		
Box Culverts	-	3,471
Pipes	-	41,701
Pits	-	12,022
Channels	-	28,376
Large Culverts	-	29,977
Flood Basins	-	654
Street Furniture	-	17,418
Other structures - at valuation 1 July 2007		
Box Culverts	3,439	-
Pipes	42,125	-
Pits	11,454	-
Channels	28,097	-
Large Culverts	29,598	-
Flood Basins	654	-
Street Furniture	14,296	-
Other structures – at Cost	4,186	1,968
Less: Accumulated Depreciation	(2,141)	(2,113)
Total Other Structures	131,708	133,474
Road Pavements – at valuation 1 July 2006		
Road Pavements	-	254,704
Surfaces	-	21,434
Bridges	-	20,206
Roundabouts	-	10,984
Kerb & Channel	-	43,502
Footpaths	-	14,685
Road Pavements – at valuation 1 July 2007		
Road Pavements	269,346	-
Surfaces	20,385	-
Bridges	20,689	-
Roundabouts	11,075	-
Kerb & Channel	43,334	-
Footpaths	16,677	-
Infrastructure – at cost	16,396	15,897
Less: Accumulated Depreciation	(11,566)	(12,137)
Total Road Pavements & Infrastructure	386,336	369,275
Total Infrastructure	518,044	502,749

18(f). Plant and Equipment

	2008 \$'000	2007 \$'000
Plant and Equipment – at cost	17,406	15,025
Less: Accumulated Depreciation	(9,507)	(7,434)
	7,899	7,591

18(g). Furniture and Fittings

	2008 \$'000	2007 \$'000
Furniture and Fittings – at cost	1,327	2,429
Less: Accumulated Depreciation	(1,093)	(1,628)
	234	801

18(h). Artworks, Antiques & Collectables

	2008 \$'000	2007 \$'000
Artworks, Antiques & Collectables – at valuation 2006	64,346	64,344
Artworks, Antiques & Collectables – at cost	93	0
	64,439	64,344

18(i). Work in Progress

	2008 \$'000	2007 \$'000
At balance date the following works were in progress:		
Recreation & Business undertakings	2,852	1,075
Buildings	988	10
Infrastructure	908	314
Plant & Equipment	346	224
Land	22	17
Furniture & Fittings	-	0
Work in progress (recognised at fair value)	5,116	1,640

Total Property, Plant & Equipment

	2008 \$'000	2007 \$'000
Total Property, Plant & Equipment	996,000	868,456

18(j). Reconciliation of Assets

Reconciliations of the carrying amounts of each class of property, plant and equipment, furniture and fittings, land, infrastructure assets and artworks at the beginning of the current financial year are set out below:

	Carry amount at beginning \$'000	Transfer \$'000	Additions \$'000	Disposals \$'000	Revaluation \$'000	Depreciation \$'000	Carry amount at end \$'000
Land	198,345	-	2,092	(1,299)	92,731	-	291,869
Buildings	73,225	204	1,224	-	(4,034)	(2,263)	68,356
Landfill Improvements	1,167	-	-	-	-	(24)	1,143
Infrastructure	502,749	4	20,577	-	8,421	(13,707)	518,044
Recreation & Business Undertakings	19,752	150	2,724	-	17,483	(1,209)	38,900
Plant and Equipment	7,591	193	2,865	(540)	-	(2,210)	7,899
Furniture and Fittings	801	(157)	66	-	-	(476)	234
Artworks	64,344	2	93	-	-	-	64,439
Works in Progress	1,638	(396)	3,874	-	-	-	5,116
Total	869,612	-	33,515	(1,839)	114,601	(19,889)	996,000

19. Investment Properties

	2008 \$'000	2007 \$'000
19(a) Amounts recognised in Income Statement for Investment Properties		
Property Rental	412	394
Operating Expenses for rental properties	28	53
19(b) Reconciliation of Carrying Amounts		
Land		
Carrying Amount at Beginning	2,348	2,348
Carrying Amount at End	2,348	2,348
Buildings		
Carrying Amount at Beginning	2,158	2,158
Depreciation	(259)	(201)
Carrying Amount at End	1,899	1,957
	4,247	4,305

20. Receivables

	2008 \$'000	2007 \$'000
Loans and Advances	23	96

21. Investment in Associates

Central Highlands Regional Library Corporation	2008 \$'000	2007 \$'000
Refer Note 1(k) for basis of valuation.		
Ownership Interest	43.17%	42.47%
Council's share of retained profits/accumulated losses		
Council's share of retained profits/accumulated losses at start of year	1,010	1,141
Reported profit/(loss) for year	(92)	(131)
Council's share of retained profits/accumulated losses at end of year	918	1,010
Council's share of asset revaluation reserve		
Council's share of reserves at start of year	714	714
Transfers (to)/from reserves	-	0
Council's share of reserves at end of year	714	714
Movement in carrying value of specific investment		
Carrying value of investment at start of year	1,724	1,855
Share of profit/loss for year	(92)	(131)
Share of asset revaluation	-	0
Carrying value of investment at end of year	1,632	1,724
Council's share of expenditure commitments		
The Central Highlands Regional Library Corporation has the following commitments at balance date:		
Contracted operating expenditure commitments:		
Not later than one year	35	38
Later than one year but not later than five years	137	8
	172	46
Operating lease commitments:		
Not later than one year	39	45
Later than one year but not later than five years	53	52
	92	97
Council's share of contingent liabilities		
The Central Highlands Regional Library Corporation is unaware of any contingent liabilities at balance date.		

22. Payables

	2008 \$'000	2007 \$'000
Material and Contracts	9,209	4,844
Income Received in Advance	108	115
Accrued Loan Interest	11	14
	9,328	4,973

23. Trust Funds

	2008 \$'000	2007 \$'000
Trust – Majestix Bookings	112	91
Trust – Resiting Of Houses	102	119
Trust – Ballarat Telecommunity Fund	59	107
Trust – Contract Retentions & Securities	53	46
Trust – Subdivision Holding Fees	801	771
Trust – Golden City Paddle Steamer	0	100
Trust – Lake Blitz	76	61
Other – Trusts & Deposits	418	302
	1,621	1,597

24. Interest Bearing Liabilities

	2008 \$'000	2007 \$'000
Current		
Borrowings – Secured	2,557	2,805
	2,557	2,805
Non Current		
Borrowings – Secured	11,637	14,193
	11,637	14,193
Total	14,194	16,998
The maturity profile for Council's borrowings is:		
Not later than one year	2,557	2,805
Later than one year but not later than five years	9,407	9,955
Later than five years	2,230	4,238
	14,194	16,998

25. Employee Benefits

	2008 \$'000	2007 \$'000
Current		
Accrued wages & salaries	1,042	1,002
Annual leave	3,223	3,067
Long service leave	3,976	3,608
Note 25(a)	8,241	7,677
Non Current		
Long service leave	676	479
	676	479
Aggregate carrying amount of Employee benefits:		
Current	8,241	7,677
Non Current	676	479
	8,917	8,156
Average employee numbers during the financial year	585 EFT	587 EFT
Weighted average increase in employee costs	3%	3%
Weighted average discount rates	5.804	5.736
Weighted average settlement period	12 years	13 years

25(a). Employee Benefits

	2008 \$'000	2007 \$'000
All Current Annual Leave and Long Service Leave entitlements representing 7+ years of continuous service.		
Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value	3,944	3,673
Other Long-term employee benefits, that do not fall due within 12 months after the end of the period measured at present value	4,297	4,004
	8,241	7,677

26. Provision – Landfill Improvements

	2008 \$'000	2007 \$'000
Non-Current		
Provision for Landfill Improvements	1,192	1,192
	1,192	1,192

27. Reserves

(a) Reserve Funds	Balance at 1/07/2007 \$'000	Transfers To \$'000	Transfers From \$'000	Balance at 30/06/2008 \$'000
Balhausen Organ	20	-	1	19
W R Bones Estate	24	-	24	0
Meals on Wheels	16	-	16	0
Prime Minister's Avenue - Capital	9	-	-	9
Subdividers Contributions	371	67	-	438
Ballarat Livestock Selling Centre	939	241	-	1,180
TOTAL	1,379	308	41	1,646

27. Reserves

(b) Asset Revaluation Reserve	Balance at 1/07/2007 \$'000	Transfers To \$'000	Transfers From \$'000	Balance at 30/06/2008 \$'000
Artworks	34,671	-	-	34,671
Buildings	22,555	-	4,034	18,521
Land	168,857	92,731	-	261,588
Other Structures	-	17,483	-	17,483
Plant and Equipment	1,937	-	-	1,937
Infrastructure	92,735	8,421	-	101,156
TOTAL	320,755	118,635	4,034	435,356

28. Commitments For Expenditure

(a) Capital	2008 \$'000	2007 \$'000
Capital expenditure competitively contracted for at the reporting date but not recognised in the Financial Report as liabilities:		
Other Structures	1,610	1,555
Roads	930	-
	2,540	1,555
These expenditures are payable:		
Not later than one year	2,540	1,555
(b) Operating Lease Commitments		
Commitments under non-cancellable operating leases at reporting date:		
Not later than one year	2,709	2,719
Later than one year and not later than five years	3,975	6,471
Later than five years	14	41
	6,698	9,231
(c) Operating Lease Receivables		
Future rentals receivable under non-cancellable operating leases at reporting date:		
Not later than one year	727	620
Later than one year and not later than five years	1,317	1,174
Later than five years	243	122
	2,287	1,916

29. Reconciliation of result from ordinary activities with net cash from operations.

	2008 \$'000	2007 \$'000
Resulting from ordinary activities	17,331	10,555
Items not involving cash:		
Depreciation	19,947	19,942
Infrastructure assets received in kind	(7,305)	(7,816)
Profit share in associates	92	131
Investing activity		
Net (Profit)Loss on sale of fixed assets	(261)	(518)
Change in assets and liabilities		
Decrease (Increase) payables	1,043	(35)
Increase (Decrease) provisions	763	446
Decrease (Increase) rate debtors	1	(189)
Decrease (Increase) prepayments	(98)	(103)
Decrease (Increase) goods & services tax receivable(net)	(321)	131
Increase (Decrease) stores and other assets	(36)	1
(Increase) Decrease accrued income	(79)	(3)
Decrease (Increase) other debtors	(1,871)	2,709
Financing Activities		
Interest and other costs of finance	1,032	977
Net cash provided by operating activities	30,238	26,228

30. Financial Ratios

	2008 \$'000	2007 \$'000
Debt Servicing Ratio	7	6
Revenue Ratio	44	44
Debt Commitment Ratio	8	14
Working Capital Ratio	199	213
Debt Exposure Ratio	20	19

Debt Servicing Ratio expresses debt servicing costs (interest and finance charge) as a percentage of total borrowings.

Revenue Ratio expresses rate revenue as a percentage of total revenue.

Debt Commitment Ratio expresses Council's debt servicing and redemption costs as a percentage of rate revenue.

Working Capital Ratio expresses current assets as a percentage of current liabilities to assess Council's ability to meet current commitments.

Debt Exposure Ratio expresses total liabilities as shown in the statement of financial position as a percentage of total realisable assets.

31. Superannuation

The City of Ballarat makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). Obligations for contributions are recognised as an expense in the profit or loss when they are due. The Fund has two categories of membership, each of which is funded differently.

Vision Accumulation Plan

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (9% required under Superannuation Guarantee Legislation). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Council makes employer contributions to the defined benefits category of the Fund at rates determined by the Fund's Trustee on the advice of the Fund's actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's actuary as at 31 December 2005, the Trustee has determined that the current funding arrangements are adequate for the expected Defined Benefit Plan liabilities. Council makes the following contributions:

- 9.25% of members' salaries (same as previous year);
- the difference between resignation and retrenchment benefits paid to its retrenched employees (same as previous year);

The Fund's liability for accrued benefits was determined in the 30 June 2007 actuarial review pursuant to the requirements of Australian Accounting Standard AAS25 as follows:

Vision Defined Benefits Plan

The Fund's Defined Benefit Plan is a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable allocate benefit liabilities, assets and costs between employers. As provided under Paragraph 32 (b) of AASB 119, Council does not use defined benefit accounting for these contributions.

	30-June-07 \$'000
Net Market Value of Assets	4,102,154
Accrued Benefits (per accounting standards)	3,923,436
Difference between Assets and Accrued Benefits	178,718
Vested Benefits	3,572,589

The financial assumptions used to calculate the Accrued Benefits for the defined benefit category of the Fund were:

Net Investment Return	8.0% p.a.
Salary Inflation	5.5% p.a.
Price Inflation	3.0% p.a.

Details of contributions to superannuation funds during the year and contributions payable at 30 June 2008 are as follows:

Defined benefit plans	2008 \$'000	2007 \$'000
Employer contributions to LAS Fund (Vision Super)	1,157,600	1,113,166
Employer contributions payable to LAS Fund at reporting date	0	0

Accumulation Plan	2008 \$'000	2007 \$'000
Employer contributions to LAS Fund (Vision Super)	2,368,581	2,207,023
Employer contributions payable to LAS Fund at reporting date	0	0

32(a). Financial Instruments – Accounting Policy, Terms and Conditions

Council's accounting policies, including the terms and conditions of each class of financial asset and financial liability at balance date, are as follows:

Recognised Financial Instruments	Note	Accounting Policy	Terms and Conditions
Financial Assets			
Cash Assets	14	Cash on hand and bank deposits are valued at face value. Interest is recognised as it accrues.	On call deposits returned a floating interest rate of 6.75%(5.75% in 06/07). The interest rate at balance date was 6.75%(5.75% 06/07)
	14	Investments and Bills are valued at cost. Investments are held to maximise interest returns of surplus cash. Interest revenues are recognised as they accrue.	The interest rate received on this investment will depend upon the term of the investment. Funds returned fixed interest rates of between 6.34% & 7.99%
Loans and Advances	15 20	Loans to property owners from Councils Restoration fund . These loans are a charge attached to the rateable land as a result of executed loan agreements. The net fair value of these receivables at the reporting date for both the current and prior year is equal to the carrying amount.	Interest charges on these loans range between 1 & 3%(1-3% in 2006/2007).
Other Debtors	15	Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable.	General debtors are unsecured and interest free. Credit terms range from 7 to 30 days.
Financial Liabilities			
Payables	22	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.	General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.
Interest-bearing Liabilities	24	Loans are carried at their principal amounts, which present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.	Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings was 6.56% (6.54% in 2006/2007)
Bank overdraft	34	Overdrafts are recognised at the principal amount. Interest is charged as an expense as it accrues.	The overdraft is subject to annual review. It is secured by a mortgage over Council's general rates and is repayable on demand. The interest rate as at balance date was 11.63% (9.95% in 2006/2007).

32(b). Financial Instruments – Interest Rate Risk

The aggregate interest rate risks and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

2008	Floating Interest Rate \$'000	1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000	Non Interest Bearing \$'000	Total \$'000
Financial Assets						
Cash Assets	36,781	-	-	-	-	36,781
Receivables	-	6	23	-	3,910	3,939
Accrued Income	221	-	-	-	-	221
Total Financial Assets	37,002	6	23	-	3,910	40,941
Financial Liabilities						
Payables	-	-	-	-	9,328	9,328
Trusts	-	-	-	-	1,621	1,621
Interest bearing liabilities	-	2,557	9,407	2,230	-	14,194
Total Financial Liabilities	-	2,557	9,407	2,230	10,949	25,143
Net financial assets (liabilities)	37,002	(2,551)	(9,384)	(2,230)	(7,039)	15,798

2007	Floating Interest Rate \$'000	1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000	Non Interest Bearing \$'000	Total \$'000
Financial Assets						
Cash Assets	31,100	-	-	-	-	31,100
Receivables	-	5	96	-	2,001	2,102
Accrued Income	145	-	-	-	-	145
Total Financial Assets	31,245	5	96	-	2,001	33,347
Financial Liabilities						
Payables	-	-	-	-	4,973	4,973
Trusts	-	-	-	-	1,597	1,597
Interest bearing liabilities	-	2,805	9,955	4,238	-	16,998
Total Financial Liabilities	-	2,805	9,955	4,238	6,570	23,568
Net financial assets (liabilities)	31,245	(2,800)	(9,859)	(4,238)	(4,569)	9,779

32(c). Financial Instruments – Net Fair Values

The aggregate net fair value of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

Financial Instruments	Total carrying amount as per Statement of Financial Position		Aggregate Net Fair Value	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Financial Assets				
Cash Assets	36,781	31,100	36,781	31,100
Receivables	3,939	2,102	3,939	2,102
Accrued Income	221	145	221	145
Total Financial Assets	40,941	33,347	40,941	33,347
Financial Liabilities				
Payables	9,328	4,973	9,328	4,973
Trusts	1,621	1,597	1,621	1,597
Interest bearing liabilities	14,194	16,998	13,928	16,998
Total Financial Liabilities	25,143	23,568	24,877	23,568

The following method and assumptions are used to determine the net fair values of financial assets and liabilities:-

Cash, Cash Equivalents, Short - term investments and Bank

Overdraft: The carrying amount approximates fair value because of their short-term to maturity.

Receivables, Sundry Debtors, Trade Creditors and Accruals: The carrying amount approximates fair value.

Trust Funds: The carrying amount approximates fair value.

Interest Bearing Liabilities: The net fair value of fixed borrowings approximates the carrying amount shown in the statement of accounts.

32(d). Financial Instruments – Credit Risks

Ageing of Investments & Receivables at reporting date:	2008	2007
Current (not yet overdue)	33,732	26,625
Past due by up to 30 days	704	491
Past due between 31 and 180 days	617	151
Past due between 181 and 365 days	50	4
Past due by more than 1 year	183	136

Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on all financial assets included in our balance sheet. To help manage this risk:

- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and

- we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government our only significant credit risk exposure as a group of customers is with banking institutions. At balance date

significant funds were held with the National Australia Bank, ANZ, Commonwealth Bank and Bankwest. Ongoing credit evaluation is performed on the financial condition of our customers and, where appropriate, an allowance for doubtful debts is raised.

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 35.

32(e). Financial Instruments – Liquidity Risk

The table below lists the contractual maturities for Council's Financial Liabilities;

2008	0-12 months \$'000	1-2 years \$'000	2-5 years \$'000	> 5 years \$'000	Contracted Cash Flows \$'000	Carrying Amount \$'000
Trade & other payables	14,577	2,242	1,733	14	18,566	18,566
Trust funds & deposits	1,621	0	0	0	1,621	1,621
Interest bearing loans & borrowings	3,409	3,012	8,237	2,363	17,021	14,194
Other financial Liabilities	3,944	4,297	0	1,192	9,433	9,433
	23,551	9,551	9,970	3,569	46,641	43,814

2007	0-12 months \$'000	1-2 years \$'000	2-5 years \$'000	> 5 years \$'000	Contracted Cash Flows \$'000	Carrying Amount \$'000
Trade & other payables	9,246	2,637	3,834	41	15,758	15,758
Trust funds & deposits	1,597	0	0	0	1,597	1,597
Interest bearing loans & borrowings	3,837	3,409	9,018	4,594	20,858	16,998
Other financial Liabilities	3,676	4,004	0	1,192	8,872	8,872
	18,356	10,050	12,852	5,827	47,085	43,225

Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or

- we may be unable to settle or recover a financial assets at all.

To help reduce these risks we:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;

- monitor budget to actual performance on a regular basis; and

- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

32(f). Financial Instruments – Market Risk

Market Risk Exposure 2008	Carrying amount subject to interest \$'000	Interest rate risk			
		-1% 100	basis points	2% 200	basis points
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Financial assets:	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	36,781	(368)	(368)	736	736
Trade and other receivables	5,415	(54)	(54)	108	108
Financial liabilities:					
Interest-bearing loans & borrowings	14,194	0	0	0	0

Market Risk Exposure 2007	Carrying amount subject to interest \$'000	Interest rate risk			
		-1% 100	basis points	2% 200	basis points
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Financial assets:	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	31,100	(311)	(311)	622	622
Trade and other receivables	3,204	(32)	(32)	64	64
Financial liabilities:					
Interest-bearing loans & borrowings	16,998	0	0	0	0

Interest Bearing Liabilities

The interest rate risk for borrowings is zero in the above tables as long term financial liabilities are held to maturity, and are fixed interest liabilities.

Sensitivity Disclosure Analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge of the financial markets, the Council believes the following

movements are 'reasonably possible' over the next 12 months (Base rates sourced from Federal Bank of Australia):

- A parallel shift of +2% and -1% in market interest rates (AUD) from year-end rates of 7%. The table above discloses the impact on net operating result and equity for each category of financial instruments held by the Council at year-end, if the above movements were to occur.

33. Restricted Assets

Council has Cash Assets (Note 14) that are subject to restrictions. As at reporting date, Council had restrictions imposed on their use by law, deed or regulation in relation

to employee entitlements (Long Service Leave), Heritage Restoration Funds, Majestic Theatre Bookings & Developer Open Space Contributions.

	2008 \$'000	2007 \$'000
Long Service Leave	3,773	3,528
Developer – Open Space Contributions	438	371
Heritage Restoration Funds	105	105
Majestic Theatre Bookings	112	91
	4,428	4,095

34. Financing Arrangements

	2008 \$'000	2007 \$'000
Bank overdraft	1,000	1,000
Leasing facilities	1,316	1,681
Used facilities	1,316	1,681
Unused facilities	1,000	1,000

35. Contingent Liabilities and Assets

(a) Loan Guarantee

On the 22 July 1996, Council entered into a Guarantee with the Australian and New Zealand Banking Group Limited and Basketball Stadiums Victoria Co-Operative Limited for a bank loan to finance Ballarat Netball Stadium (Arch Sports Centre). The Guarantee is limited to the current level of borrowings of \$400,000 and cannot be exercised for any further borrowings without Council's written consent. A contingent liability therefore exists for this amount.

(b) Contingent Assets

In accordance with AASB 1044, Council is required to recognise an asset for which it is probable that a future economic benefit will eventuate and the amount of this asset can be reliably measured. At balance date there are no estimates available for developer contributions of infrastructure assets to be received in respect of subdivisions currently under development. As a guide Council has recognised over the past two years developer contributions between \$7.8 million (06-07) and \$7.3 million (07-08).

(c) Contingent Liabilities

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. At balance date no contingent liabilities are recognised for these matters.

36. Related Parties

a). Names of persons holding the position of a Responsible Person at the Ballarat City Council during the reporting period are:

Councillors:	David Vendy (Mayor to 09-12-08)	Stephen Jones (Mayor from 10-12-08)
	Peter Innes	Ian Jolly
	Garry Anderson	Des Hudson
	Herman Ruyg	Geoff Hayes (to 28-02-08)
	Wayne Rigg (to 29-02-08)	Craig Fletcher (from 26-03-08)
	John Philips (from 26-03-08)	
Chief Executive Officer:	Anthony Schinck (from 02-01-08)	
	Richard Hancock (to 02-11-07)	

b). Remuneration of Responsible Persons in bands of \$10,000

Income range:	2008 No.	2007 No.
\$0 - \$9,999	4	-
\$10,000 - \$19,999	6	8
\$30,000 - \$39,999	1	-
\$40,000 - \$49,999	-	1
\$100,000 - \$109,999	1	-
\$120,000 - \$129,999	1	-
\$240,000 - \$249,999	-	1
	13	10
Total remuneration for the reporting period for Responsible Persons included above, amounted to	\$'000 389	\$'000 413

c). Senior Officers other than Responsible Persons Remuneration

A Senior Officer other than a Responsible Person, is an Officer of Council who has management responsibilities and reports directly to the Chief Executive Officer or whose total remuneration exceeds \$100,000.

Senior officers, other than Responsible Persons:

Income range:	2008 No.	2007 No.
\$100,000 - \$109,999	9	5
\$110,000 - \$119,999	2	2
\$120,000 - \$129,999	1	4
\$130,000 - \$139,999	4	2
\$140,000 - \$149,999	3	1
\$150,000 - \$159,999	0	1
\$160,000 - \$169,999	0	0
	19	15
Total Remuneration for the reporting period for Senior Officers included above, amounted to:	\$'000 2,244	\$'000 1,781


36. Related Parties continued

- d) No retirement benefits were paid by the Council in connection with the retirement of Responsible Persons of the Council. within normal customer or employee relationships on terms and conditions no more favourable than those available in similar arms length transactions.
- e) No loans have been made, guaranteed or secured by the Council to a Responsible Person of the Council during the reporting period. The following table provides the total amount of transactions which have been entered into with related parties for the relevant financial year. (see note 21 for further information on associate).
- f) Council has entered into transactions with responsible persons and related parties

Related Party		Sales to related parties \$'000	Purchases from related parties \$'000	Amounts owed by related parties \$'000	Amounts owed by related parties \$'000
Associate					
Central Highlands	2008	31	1,185	1	5
Regional Library Corp.	2007	31	1,198	3	11

Certification of the Financial Statements

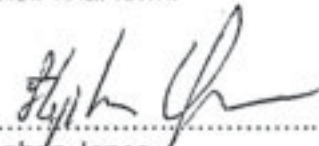
In my opinion the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the Local Government (Finance and Reporting) Regulations 2004, Australian Accounting Standards and other mandatory professional reporting requirements.

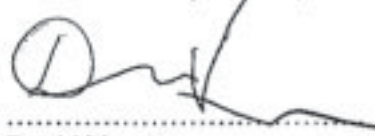

 Principal Accounting Officer
 G. E. Kallio CPA
 Ballarat
 Dated: 10th September, 2008


In our opinion the accompanying financial statements present fairly the financial transactions of the Ballarat City Council for the year ended 30 June 2008 and the financial position of the Council as of that date.

As at the date of signing, we are not aware of any circumstance which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council on 10th September 2008 to certify the financial statements in their final form.


 Stephen Jones
 Councillor
 Ballarat
 Dated: 10th September, 2008


 David Vendy
 Councillor
 Ballarat
 Dated: 10th September, 2008


 Chief Executive Officer
 Anthony Schinck
 Ballarat
 Dated: 10th September, 2008

2007/2008 Performance Statement

Section 132 of the Local Government Act requires the City of Ballarat to report on its performance against the targets and measures for the Key Strategic Activities specified in the Budget for the 2007/08 year.

The measures used were the key performance indicators in the State Government's Annual Community Satisfaction Survey. The attached table provides details of the targets and measures used, the satisfaction

target rates that were set for each of them for 2007/08 and the actual results that were achieved.

Key Strategic Activity	Performance Measure	How Data Is Reported	07 Baseline	07/08 Target	07/08 Actual
Our People Improving community relationships	Community satisfaction rating for interaction and responsiveness in dealing with the public	Annual Community Satisfaction Survey	74	76	69
Our Services and Infrastructure	Providing appropriate, safe infrastructure for the community	Annual Community Satisfaction Survey	55	56	53
	Providing appropriate, safe infrastructure for the community	Annual Community Satisfaction Survey	54	56	52
	Ensuring appropriate development occurs in the community	Annual Community Satisfaction Survey	56	60	49
Our Jobs and Investment Providing economic development services	Community satisfaction rating for economic development	Annual Community Satisfaction Survey	65	63	63
Our Health and Resilience	Providing quality community services	Annual Community Satisfaction Survey	74	74	74
	Providing quality recreational facilities	Annual Community Satisfaction Survey	62	72	66
	Providing a safe environment for the community	Annual Community Satisfaction Survey	64	66	63
Our Learning and Knowledge There is no key strategic activity that relates specifically to this Blueprint Ballarat theme.					
Our Heritage and Environment	Providing appropriate, safe infrastructure for the community	Annual Community Satisfaction Survey	63	69	62
	Providing waste services that are environmentally sustainable for waste management	Annual Community Satisfaction Survey	73	74	70
Our Connections Engagement of community in decision making on local issues	Community satisfaction rating for Council's engagement in decision making on local issues	Annual Community Satisfaction Survey	56	61	53
Managing our Business	Improving community perceptions	Annual Community Satisfaction Survey	62	66	56
	Strengthening advocacy processes	Annual Community Satisfaction Survey	64	65	59
	Improving community perceptions	Annual Community Satisfaction Survey	63	65	61

An analysis of the actual performance compared to the targets indicates the following result groupings of the performance measures:

Actual performance achieving target:

- Economic development
- Health and human services

Actual performance within 2 percentage points of target:

- Enforcement of local laws

Actual performance within 4 percentage points of target:

- Waste management
- Local roads and footpaths
- Traffic management and parking facilities
- Overall performance in key service areas and responsibilities

Actual performance matched or bettered the actual performance of 2006/07:

- Health and human services
- Recreational facilities
- Economic development
- Appearance of public areas
- Customer contact

The results for 2008 have slightly declined when compared to those for 2007 in that seven of the 13 indicator results were within four points or equalled the targets as opposed to ten of the 13 in 2007. However, this is tempered by the fact that for five of the 13 areas the 2008 results equalled or bettered those of 2007. This suggests that the targets set for 2007/08 were slightly more ambitious than for 2006/07. Further investigation of these results indicates that the community believes Council should particularly improve its performance in areas that relate to Council's engagement with, and advocacy for, the community and its town planning policy and approvals process, largely based on equally divided community opinion related to a range of heritage management issues.

Some of the other reasons for the less than expected results are that Council has been developing a wide range of strategic plans that have generated a reasonable amount of community comment such as some of the work undertaken in the Lake Wendouree precinct, water supply to Lake Wendouree and a number of planning matters.

As the severe drought conditions continued throughout 2007/08 Council maintained its drought proofing strategy which enabled various sports facilities and grounds to continue to operate through being supplied with recycled water and stormwater. This also included the outdoor pools and the combination of these factors may explain the slight rise in the rating for Recreational Facilities.

However, under this rationalised water consumption regime Council had to reduce the level of irrigation to other aspects of Council's organic infrastructure which included the non planting of annuals in the various garden beds around the municipality. This reduced level of presentation of the open space asset may explain the lower rating figure compared to 2007 for the Appearance of Public Areas.

Areas that the community believes Council has continued to maintain a good standard of performance or has shown improvement over time are:

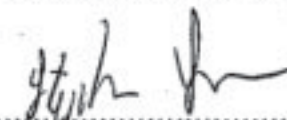
- Waste Management
- Health and Human Services
- Customer Contact

COUNCIL APPROVAL OF THE PERFORMANCE STATEMENT

In our opinion, the accompanying performance statement of the Ballarat City Council in respect of 2007/2008 financial year is presented fairly in accordance with the Local Government Act 1989.

The statement outlines the performance targets and measures set out in relation to the achievement of the business plan in respect of that year described in Council's corporate plan and describes the extent to which the business plan was met in that year having regard to those targets and measures.

As at the time of signing, we are not aware of any circumstance which would render any particular in the statement to be misleading or inaccurate.



.....
 Stephen Jones
 Councillor
 Ballarat
 Dated: 10th September, 2008



.....
 David Vendy
 Councillor
 Ballarat
 Dated: 10th September, 2008

INDEPENDENT AUDIT REPORT

To the Councillors, City of Ballarat

The Performance Statement

The accompanying performance statement for the year ended 30 June 2008 of the City of Ballarat which comprises the statement, the related notes and the Council approval of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the City of Ballarat are responsible for the preparation and the fair presentation of the performance statement in accordance with the *Local Government Act 1989*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the performance statement that is free of material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Matters Relating to the Electronic Presentation of the Audited Performance Statement

This auditor's report relates to the statement of performance published in both the annual report and on the website of the City of Ballarat for the year ended 30 June 2008. The Councillors are responsible for the integrity of the website. I have not been engaged to report on the integrity of the website. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited performance statement to confirm the information included in the audited performance statement presented on the Council's website.

Independent Audit Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the City of Ballarat in respect of the 30 June 2008 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
18 September 2008


D D R Pearson
Auditor-General

National Competition Policy Compliance: 2007-08

Certification by Chief Executive Officer

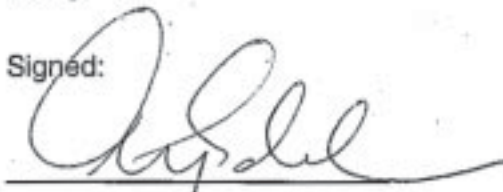
Ballarat City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2007 to 30 June 2008, in accordance with the requirements outlined in *National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002)*; as set out below:

<p>A. Trade Practices Compliance</p> <p><i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i></p>	Compliant
<p>B. Local Laws Compliance</p> <p><i>State whether the Council is compliant or non-compliant. List any local laws made or remade during 2007-08 which impose a restriction on competition:</i></p> <p>-</p> <p>-</p> <p>-</p>	Compliant
<p>C. Competitive Neutrality Compliance</p> <p><i>State whether the Council is compliant or non-compliant for all significant businesses. List any significant businesses that are non-compliant:</i></p> <p>-</p> <p>-</p> <p>-</p>	Compliant

I certify that:

- this statement has been prepared in accordance with the 2007-08 National Competition Policy guidelines issued in May 2008 for reporting on National Competition Policy in accordance with *National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002)*; and
- this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



(Anthony Schinck, Chief Executive Officer, City of Ballarat)

Date:

29/7/08.

Standard Statements 1 July 2007 to 30 June 2008

Standard Income Statement

For the year ending 30 June 2008	2007/2008 Budget \$'000	2007/2008 Actual \$'000	Variance \$'000	Variance %	Ref
Revenue from ordinary activities:					
Rate Revenue	47,524	48,628	1,104	2.3	
Statutory Fees, Charges & Fines	24,265	26,028	1,763	7.3	1
Grant Revenues	19,417	23,781	4,364	22.5	2
Other Revenue	247	2,068	1,821	737.2	3
Reimbursements	13	39	26	200.0	
Interest Revenue	906	2,243	1,337	147.6	4
Share of profit in associates	-	(92)	(92)	-	
Total Revenues	92,372	102,695	10,323	11.18	
Expenses from ordinary activities:					
Employee Costs	34,729	34,322	(407)	1.2	
Contract payments, materials & services	29,592	32,252	2,660	9.0	
Depreciation	20,999	19,947	(1,052)	5.0	
Borrowing Costs	1,372	1,029	(343)	25.0	5
Other Expense	5,485	5,380	(105)	1.9	
Total Expenses	92,177	92,930	753	0.82	
Net Gain (Loss) on disposal of Assets	0	261	261	-	
Granted Assets	7,500	7,305	(195)	2.6	
Net surplus (deficit) from operations:	7,695	17,331	9,636	125.22	

Standard Balance Sheet

As at 30 June 2008	2007/2008 Budget \$'000	2007/2008 Actual \$'000	Variance \$'000	Variance %	Ref
Current assets					
Cash assets	16,821	36,781	19,960	118.7	6
Receivables	7,145	5,415	(1,730)	24.2	7
Non-Current Assets Held for Sale	-	41	41	-	
Other	665	973	308	46.3	
Total current assets	24,631	43,210	18,579	75.4	
Non-current assets					
Receivables	159	23	(136)	85.5	7
Property, plant and equipment	885,119	996,000	110,881	12.5	
Investment Property	-	4,247	4,247	-	
Investments in Associates	1,855	1,632	(223)	12.0	
Total non-current assets	887,133	1,001,902	114,769	12.9	
Total assets	911,764	1,045,112	133,348	14.6	
Current liabilities					
Payables	5,000	9,328	4,328	86.6	
Trusts	1,543	1,621	78	5.1	
Interest Bearing Liabilities	2,915	2,557	(358)	12.3	
Provisions	5,815	8,241	2,426	41.7	8
Total current liabilities	15,273	21,747	6,474	42.4	
Non-current liabilities					
Interest bearing liabilities	15,284	11,637	(3,647)	23.9	
Provisions	2,106	1,868	(238)	11.3	9
Total non-current liabilities	17,390	13,505	(3,885)	22.3	
Total liabilities	32,663	35,252	2,589	7.9	
Net assets	879,101	1,009,860	130,759	14.9	
Equity					
Accumulated surplus	559,423	572,858	13,435	2.4	
Other reserves	747	1,646	899	120.3	
Asset revaluation reserve	318,931	435,356	116,425	36.5	10
Total equity	879,101	1,009,860	130,759	14.9	

Standard Cash Flow Statement

For the year ending 30 June 2008	2007/2008 Budget \$'000	2007/2008 Actual \$'000	Variance \$'000	Variance %	Ref
Cash Flows from Operating Activities					
Payments					
Employee costs	(35,867)	(33,559)	2,308	6.4	
Contract payments, materials & services	(29,038)	(36,718)	(7,680)	26.4	
Other expenses	(5,485)	(5,380)	105	1.9	
Receipts					
General Rates	47,049	48,629	1,580	3.4	
Government Grants	19,417	23,265	3,848	19.8	
User Charges	24,265	26,465	2,200	9.1	
Net GST Refund	-	3,089	3,089	-	
Interest	906	2,243	1,337	147.6	
Reimbursements	13	39	26	200.0	
Other revenue	7,747	2,215	(5,532)	71.4	
Net Cash Flow from Operating Activities	29,007	30,238	1,571	5.68	11
Cash Flow from Investing Activities					
Payments for:					
Infrastructure, Property, Plant & Equip	(30,133)	(22,944)	7,189	23.9	
Loans and Advances	-	0	-	-	
Proceeds from:					
Property, Plant & Equipment	-	2,100	2,100	-	
Loans and Advances	-	73	73	-	
Net Cash Flow from Investing Activities	(30,133)	(20,771)	9,362	31.07	12
Cash Flow from Financing Activities					
Interest and other costs of finance	(1,372)	(1,032)	340	24.8	
Proceeds from borrowings	3,988	0	(3,988)	100.0	
Repayment of borrowings	(2,788)	(2,804)	(16)	0.6	
Net Cash Flow from Financing Activities	(172)	(3,836)	(4,004)	2130	
Net Increase/(Decrease) in Cash Held	(1,298)	5,681	6,979	537.67	
Cash at Beginning of Period	18,119	31,100	12,981	71.6	
Cash at End of Period	16,821	36,781	19,960	118.66	

Standard Statement of Capital Works

For the year ending 30 June 2008					
Capital Works Areas	2007/2008 Budget \$'000	2007/2008 Actual \$'000	Variance \$'000	Variance %	Ref
Buildings	1,605	2,198	(593)	36.9	
Land	-	1,233	(1,233)	-	
Subdivision Assets	7,500	7,305	195	2.6	
Furniture & Fittings	-	66	(66)	-	
Artworks	-	93	(93)	-	
Infrastructure	11,989	14,735	(2,746)	22.9	
Plant and Equipment	2,817	3,134	(317)	11.3	
Recreation and Business Structures	6,222	4,751	1,471	23.6	
Total capital works	30,133	33,515	(3,382)	11.22	13
Represented by:					
Renewal	18,118	19,647	(1,529)	8.4	
Upgrade	-	-	-	-	
Expansion	-	-	-	-	
New assets	12,015	13,868	(1,853)	15.4	
Other	-	-	-	-	
Total capital works	30,133	33,515	(3,382)	11.22	

Property, Infrastructure, Plant and Equipment movement Reconciliation Worksheet	Budget 2007/2008 \$'000	Actual 2007/2008 \$'000	Variations \$'000	%
The movement between the previous year and the current year in property, infrastructure, plant and equipment as shown in the Statement of Financial Position links to the net of the following items:				
Total capital works	30,133	33,515	(3,382)	11.2
Asset revaluation movement	-	114,601	(114,601)	-
Depreciation and amortisation	(20,999)	(19,947)	(1,052)	5.0
Written down value of assets sold	-	(1,839)	1,839	-
Net movement in property, infrastructure, plant and equipment	9,134	126,330	(117,196)	1,283.1

Standard Statements

1. Summary of Accounting Policy

These financial reports of the Council are special purpose financial reports that consist of a Standard Income Statement, Standard Balance Sheet, Standard Cash Flow Statement and Standard Statement of Capital Works. These special purpose financial reports have been prepared on an accounting basis that are consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

These special purpose financial reports do not form part of Council's general purpose financial reports.

2. Standard Income Statement

The Standard Income Statement shows a net surplus from operations of \$17.381 million for the year ended 30 June 2008. The major impact on the financial operations compared to the adopted budget were an increase in revenue from land sales, statutory fees and charges, grants, interest and other revenue resulting in a net total of \$9.812 million in increased revenue.

The following analysis of the major variances to the adopted budget is provided for information purposes.

(1) Statutory Fees

Council received funds from Statutory Fees, Fines and charges greater than anticipated across all sections of Council for 2007-2008.

(2) Grants Revenue

Council received additional grant funds linked to growth within the municipality which were unbudgeted from the Victorian Grants Commission. The Victorian Grants Commission general grant was also greater than budgeted. Additional grants funding was received for Capital projects, principally road funding.

(3) Other Revenue

Council received funds for new projects that were not budgeted for during the 2007/08 financial year. The principal projects was the Buninyong Mt Mercer Road of which \$529,000 was received to complete this project. Council also received a total of \$160,000 relating to Workcover reimbursements the majority were not budgeted for during the 2007/08 financial year. Council also received a large number of contributions towards smaller projects which were unbudgeted.

(4) Interest Revenue

Interest income exceeded budget due to the stronger cash position at commencement of the year and the higher than anticipated levels of cash held throughout the financial year.

(5) Borrowing Costs

The stronger cash position allowed borrowings to be deferred in the 2007/08 year, thus reducing the need to refinance and therefore reducing borrowing costs.

3. Standard Balance Sheet

(6) Cash Assets

The cash position for the Council was \$19.960 million higher than budgeted. The improved cash position is attributed to three main factors:

1. Cash held at 1 July 2007 was \$16.809 million higher than budgeted.
2. Expenditure on investing activities was lower than anticipated. The surplus of funds from investing activities will be carried over to the 2008-2009 financial year to enable uncompleted projects to be finalised.
3. Sundry creditors at 30 June 2008 were greater than expected, resulting in additional cash funds.

(7) Receivables

Debtors were lower than budgeted due to continued improved operations of debt collection resolving long outstanding issues, and maintaining relatively short collection periods

(8) Provisions (Current liabilities)

Change in accounting standards and the subsequent change in the treatment of employees entitlements has changed the split between current and non-current liabilities compared to the treatment used at the time of the 2006-2007 budget.

(9) Provisions (Non-current Liabilities)

Changes in the treatment of employees entitlements has increased the provision for long service leave entitlements as employees are now eligible for long service leave after seven rather than 10 years.

(10) Asset Revaluation Reserve

Revaluations of property and infrastructure during the year resulted in unexpected increases to the asset revaluation reserve. No reliable budget forecast was able to be made for the revaluations.

4. Standard Cash Flow Statement

The Standard Cash Flow Statement shows a net increase in cash resources of \$5.681 million for the year ended 30 June 2008. The following analysis is provided for information purposes.

(11) Cash Flows from Operating Activities

Within the net result of cash flows from operating activities there was a significant increase in payments for the year due to the carryovers from the 2006-2007 financial year being brought forward to the 2007-2008 financial year. Though the cash balances and the end of the 2006-2007 financial year were sufficient to fund the increase in payments.

Council also experienced a higher level of growth within the municipality which resulted in increased revenues for the year. These increased revenues were collected, in addition, outstanding debts during the 2007-2008 were reduced resulting in additional cash received. There was also an increase in government grants received for a variety of projects that were unbudgeted.

(12) Cash Flows from Investing Activities

A number of Major Capital Projects did not commence or there were delays associated with lead times required to commence projects. These funds will be transferred to the 2008-2009 budget to enable the completion of the works.

5. Standard Statement of Capital Works

(13) Total Capital works

Within the final variation between the adopted budget and the final position for expenditure relating to capital works, there a few variations that occurred that require noting. These variations relate to:

1. Installation of additional bus shelters to the value of \$786,000.
2. The purchase of crown land by Council to the value of \$1.2 million.
3. The refurbishment of the Eastern Oval grandstand for \$500,000.
4. Construction of the Buninyong – Mt Mercer Road for \$529,000.

INDEPENDENT AUDITOR'S REPORT**Certification Of Standard Statements**

In my opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

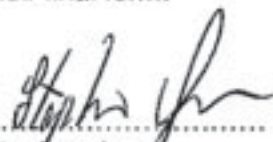


Principal Accounting Officer
G.E. Kallio CPA
Ballarat
Dated: 10th September, 2008

In our opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

As at the date of signing, we are not aware of any circumstance which would render any particulars in the standard statements to be misleading or inaccurate.

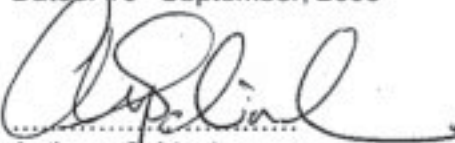
We have been authorised by the Council on 10th September 2008 to certify the standard statements in their final form.



Stephen Jones
Councillor
Ballarat
Dated: 10th September, 2008



David Vendy
Councillor
Ballarat
Dated: 10th September, 2008



Anthony Schinck
Chief Executive Officer
Ballarat
Dated: 10th September, 2008

To the Councillors, City of Ballarat*The Financial Report and Standard Statements*

The accompanying financial report for the year ended 30 June 2008 of the City of Ballarat which comprises of income statement, balance sheet, statement of changes in equity, cash flow statement, a summary of significant accounting policies and other explanatory notes to and forming part of the financial report, and the certification of financial statements have been audited.

The accompanying standard statements for the year ended 30 June 2008 of the City of Ballarat which comprises of standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of standard statements have been audited.

The Councillors' Responsibility for the Financial Report and Standard Statements

The Councillors of the City of Ballarat are responsible for the preparation and the fair presentation of:

- the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in note 1 of the statements and the requirements of the *Local Government Act 1989*.

This responsibility includes:

- establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the financial report and standard statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to internal control relevant to the entity's preparation and fair presentation of the financial report and standard statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used, and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report and standard statements.

Independent Auditor's Report (continued)

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Matters Relating to the Electronic Presentation of the Audited Financial Report and Standard Statements

This auditor's report relates to the financial statements published in both the annual report and on the website of the City of Ballarat for the year ended 30 June 2008. The Councillors of the City of Ballarat are responsible for the integrity of the website. I have not been engaged to report on the integrity of the website. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on the City of Ballarat website.

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion:

- the financial report presents fairly, in all material respects, the financial position of the City of Ballarat as at 30 June 2008 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), and the financial reporting requirements of the *Local Government Act 1989*.
- The standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in note 1 to the statements and comply with the requirements of the *Local Government Act 1989*.

MELBOURNE
18 September 2008


D D R Pearson
Auditor-General

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