

2008-2009  
GOOD GOVERNANCE

# ANNUAL REPORT

# 0809





“Ballarat is in a strong position. The community can feel confident that this Council is well prepared to face the challenges ahead and to advance the interests of Ballarat at a regional, state and national level.

“We have Councillors with a can-do attitude, ably supported by a professional organisation which is committed to delivering projects, initiatives and services that will add to the prosperity and quality of life enjoyed by the people of Ballarat.”

**Anthony Schinck, CEO**

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# ABOUT THIS ANNUAL REPORT

## A NEW YEAR, A NEW DIRECTION

Welcome to the City of Ballarat's Annual Report 2008-09. This report outlines the City of Ballarat's performance and achievements for the financial year 1 July 2008 to 30 June 2009.



### Reporting requirements

This annual report has been developed according to local government requirements and guidelines.

It documents the City of Ballarat's financial performance, achievements and challenges against the Council Plan 2008-2013. The Council Plan 2008-2013 outlines the organisation's objectives over a four-year period and clearly states how these outcomes will be achieved.

The Annual Report 2008-2009 also enables the City of Ballarat to reflect on progress against Blueprint Ballarat, the community's plan for how Ballarat will look, feel and operate by 2030.

Next year's report will reflect the new Council Plan 2009-2013. The plan took several months to develop and involved significant community consultation and establishes clear direction for the community's aims of growth and prosperity.

### Report structure

The Council Plan 2008-2013 groups Council's functions into eight categories to report against. This Annual Report's structure reflects that of the Council Plan and also provides comprehensive corporate governance information, as well as detailed audited financial statements.

Transparent reporting is important to the organisation. During 2008-2009, the City of Ballarat continued to improve and use a rigorous reporting system to collect and evaluate quantitative and qualitative data each quarter to measure economic, social and environmental performance.

### Meeting readership needs

Although this report has been developed according to Local Government requirements and guidelines, the City of Ballarat recognises that it will be read by a number of people in the community, including existing and potential new residents, Council staff, community groups, local businesses, investors and state and national government bodies.

This report therefore aims to give all readers an overview of achievements and challenges over the financial year, as well as general information about Ballarat and the community, how the City of Ballarat as an organisation is structured, and an understanding of Council objectives and the aims of the many new Councillors appointed during the 2008-2009 financial year.



### Embracing change, strengthening the community

The Annual Report 2008-2009 reflects a year of great change for the Ballarat community, and for the City of Ballarat as an organisation.

The report documents how the organisation and community felt the impact of external factors such as the global economic downturn, as well as internal factors such as the municipality's election of nine Councillors (six new and three from the previous Council) and consequent review of the organisation's direction.

The City of Ballarat embraced these changes while listening to the community and ensuring objectives were still met.

The new Council and a re-aligned organisation focussed on meeting the final objectives of the Council Plan 2008-2013 while working closely with the community to develop and document Ballarat's strategy for the next four years in the Council Plan 2009-2013.

### Feedback

Each year, the City of Ballarat reviews the way the organisation reports achievements and challenges to ensure reporting and readership needs are met.

Please email feedback to:  
[ballcity@ballarat.vic.gov.au](mailto:ballcity@ballarat.vic.gov.au)

Please post feedback to:  
City of Ballarat  
PO Box 655  
Ballarat Vic 3353

## VISION

### Our Mission

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

### Our Vision

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 region.

Promoting itself as a Learning City, 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.

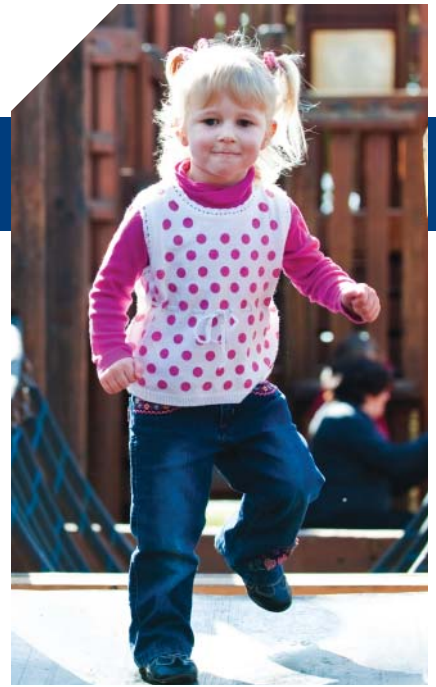
Knowing how much they have always had to rely on each other for their wellbeing and survival, the people of Ballarat will understand that sustainable prosperity only comes when everyone in the community shares it.

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.

### Our Values

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

# ABOUT BALLARAT



## BALLARAT – ONE OF THE NATION'S FASTEST GROWING REGIONAL CITIES.

With a proud history, a progressive community and ambitious plans for the future, Ballarat is a community big enough to offer the best educational, health, employment and lifestyle options but friendly enough to care about its people and its environment.

### Ballarat today...

Ballarat is located within an hour's drive west from the outskirts of Melbourne and the international airport at Tullamarine. It is a vibrant community with a rich and proud history.

### Growth

Over the next couple of decades, Ballarat's population is expected to grow from around 89,000 to over 120,000, driven by Ballarat's liveability, affordable housing and excellent transport connections.

Residents enjoy a variety of lifestyle options, living in small villages, country towns and in central Ballarat. They benefit from world-class health and educational facilities and the infrastructure of a capital city, but with the lower cost base of a regional centre.

### Lifestyle

Sport and recreational facilities are plentiful in the municipality. There are 147 neighbourhood parks, 55 sporting grounds, over 40km of walking and cycling paths, indoor and outdoor swimming pools and four golf courses.

Arts and culture also plays an important role in the community. Her Majesty's Theatre – one of the country's best preserved theatre buildings – showcases every kind of amateur and professional on-stage performance imaginable. The Art Gallery of Ballarat is the nation's first and largest regional art gallery and has an enviable permanent collection.

### Climate

The climate is temperate. Ballarat enjoys four distinct seasons: a warm summer; a golden autumn; a bracing winter; and, a vivid spring. Although Ballarat attracts visitors throughout the year, the Ballarat Begonia Festival draws large numbers of visitors to the city each autumn.

Due to the nearby central highlands, the rich goldfields heritage and variety of community events, Ballarat is one of regional Victoria's most diverse tourism destinations. The area attracts nearly two million international and domestic visitors each year, bringing over \$358 million per annum to the region's economy.

Home to a diverse range of industries, the buoyant regional economic centre offers a variety of career and employment opportunities, like tourism, hospitality, construction and education. Government administration and information technology services sectors are enjoying steady growth.

### Ballarat's rich history

As the site of the Eureka uprising – the birthplace of Australian democracy – Ballarat has a rich history with deep roots and connections across Australian society.

The Eureka uprising took place on 3 December 1854, just a few years after gold was first discovered near Ballarat in 1851. The continuing gold rush transformed Ballarat over the second half the 19th century and today that heritage is still evident in the striking streetscapes, extensive parks and gardens and vibrant arts and cultural assets that are the envy of the rest of the country.



### The Wathaurong

The municipality's total land area of just under 740 square kilometres is part of an area of land under the traditional custodianship of the Wathaurong people.

It is generally accepted that the name Ballarat 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 descendants live in the Ballarat area.

### Snapshot: Ballarat

<b>Population:</b>	88,440
<b>Population growth (by 2030):</b>	130,000
<b>Population born in Australia:</b>	86.4%
<b>Land area:</b>	740 sq km
<b>Suburbs and townships:</b>	Alfredton; Bakery Hill; Ballarat Central; Ballarat East; Ballarat North; Black Hill; Brown Hill; Buninyong; Bunkers Hill; Canadian; Cardigan Village; Eureka; Golden Point; Invermay; Invermay Park; Lake Wendouree; Learmonth; Miners Rest; Mount Clear; Mount Helen; Mount Pleasant; Nerrina; Newington; Redan; Smythes Creek; and, Soldiers Hill.
<b>Average house price:</b>	\$246,250 (REIV, 1009)
<b>Primary schools:</b>	41
<b>Secondary schools:</b>	9
<b>Universities:</b>	3

# MAYOR'S MESSAGE



## REBUILDING COMMUNITY CONFIDENCE, TIGHTENED ORGANISATIONAL ACCOUNTABILITY

“This Council has stepped up its level of engagement with the State and Federal governments and is regularly involved in meetings where we lobby for funding for key projects or initiatives and put the case to make Ballarat the regional capital of western Victoria.”

### A clear and sustainable vision for the city

The first six months of the new Council's term have been a rewarding yet challenging time to be Mayor of Ballarat. With strong support from my Councillor colleagues and Council staff we have worked to rebuild community confidence in the efficiency and integrity of the organisation. We have introduced targeted strategies to counter the effects of the financial downturn and developed strategic partnerships with government and the private sector designed to stimulate the local economy and create opportunities for residents and businesses.

It has been my pleasure to lead a Council which has a clear and sustainable vision for the city, which is committed to good governance, and believes in an open and ongoing dialogue with residents.

### Community consultation

Consultation has been a byword of this Council. In April 2009 Council hosted the 2009 Ballarat Community Summit giving us the opportunity to engage directly with more than 100 residents representing a broad cross section of the community and its interests. The debate was robust with a lively exchange of ideas and discussion around the key strategic directions Ballarat must take to enhance its viability and maintain its liveability in the long term.

Councillors also hosted a series of community barbecues in the lead up to the Summit to give residents across the municipality the opportunity to talk directly to Councillors in an informal setting about the issues that concern them.

Much of this community feedback was used to inform the Council Plan 2009-2013 which Council adopted in June 2009. I believe the Council Plan articulates a challenging yet achievable vision for Ballarat. It is a strategic framework which outlines this Council's objectives for the next four years, and which details how those aspirations will be translated into programs and services with measurable outcomes.

It has been gratifying to work with Councillors who are so clear about their goals and aspirations and who are so determined to see them realised.

This has allowed us to fulfil election commitments to tighten organisational accountability and processes. The CEO and his staff are to be commended for implementing and embracing change and stepping up to meet the demands of the new Council.

### Organisation

Councillors greatly value and respect the professional expertise staff offer, but that does not always mean that as a Council we always adopt recommendations based on that advice. That is part of the appeal of local government – the challenge for Councillors to find a workable balance between the requirements of the Local Government Act, professional advice offered by Council officers while still taking into account community concerns and opinions. There is no doubt Councillors are demanding of Council officers but they are equally demanding of themselves. As a result I believe Ballarat is well served by its local government.





### Lobbying

This Council has stepped up its level of engagement with the State and Federal governments and is regularly involved in meetings where we lobby for funding for key projects or initiatives and put the case to make Ballarat the regional capital of western Victoria.

We will continue to advocate strongly on behalf of the Ballarat community, ensuring that our needs are fully understood by state and federal governments.

### Growth and prosperity

Our city is steadily enhancing its reputation as a progressive place to do business. I have no doubt that a proactive, bi-partisan approach to building partnerships with governments and the private sector is essential if Ballarat is to continue to attract new residents and businesses, and secure the investment that will help create local jobs and build a robust local economy.

In December 2008, in my capacity as Mayor of Ballarat I was elected as Chair of Regional Cities Victoria, an organisation which advocates for regional and rural populations. Regional Cities Victoria includes the 10 largest municipalities in provincial Victoria and provides member councils with a single voice at State and Federal levels in the drive to create economic prosperity in regional Victoria through targeted and planned population growth. We have a common aim of creating regional cities which are economically, socially and environmentally sustainable in the long term.

### LOOKING AHEAD

Lake Wendouree has been dry for the past three summers which has had a profound impact on the economic and social life of this community. The Lake is an important economic drawcard and it's estimated that around \$7.9 million in gross regional product expenditure generated by events and tourism have been lost each year the Lake has been dry.

Council will continue to seek long term solutions to rectify this situation. Rain and stormwater inputs to the Lake are now being supplemented by the addition of Class A recycled water from Central Highlands Waters Ballarat North Water Reclamation Plant which will account for 20 per cent of the Lake's total annual capacity.

Unfortunately, unless climate patterns experienced since 2000 change - even with the addition of Class A recycled water - Lake Wendouree still may not reach capacity until 2014. Council will continue to explore additional alternative water supplies for the Lake through initiatives such as stormwater harvesting.

Our key focus over the next financial year is to progress major projects such as Stage 2 of the Eureka Centre and the Ballarat Aquatic Centre, the Ballarat Airport and the redevelopment and revitalisation of the Central Business District. These projects will help set the future direction of the city.

We are about to enter a very dynamic period with Ballarat's population predicted to grow by one third over the next 17 years. Managing that growth will be one of the most critical issues facing the city. Council is taking a proactive approach through the development of our 2010 – 2014 Economic Strategy, which will play a pivotal role in ensuring this growth provides long term benefits to the entire community.

A core component of this will be the Ballarat West Growth Area Zone, which has the capacity for over 14,000 new households.

Council is working to ensure the Ballarat West development is sustainable in the long term and is subject to a strict planning framework which takes into account social, economic, and environmental factors.

There is no doubt our community will face a range of other challenges – some we can plan for, others will be unexpected. However Ballarat and its people are resilient. We have history on our side - a track record of rising to challenges and meeting them head on. The coming year will be no different and I believe this community should look to the future with a sense of anticipation and optimism.

# CEO'S MESSAGE



## A STRONG FINANCIAL POSITION AND A BOLD FOUR-YEAR PLAN

"I am personally committed to best practice standards of public administration and I want to ensure that all of the organisation's practices and procedures fully comply with – if not exceed – the provisions of the Local Government Act and the standard that our community expects."

### A re-energised organisation in 2008-2009

I am pleased to report that Ballarat City Council ended the 2008-2009 financial year in a strong position and on a positive note, after what can only be described as a difficult start to the year.

The election of a new Council in November 2008 brought six fresh faces to the Council chamber and marked the beginning of a dynamic chapter for the City of Ballarat.

Our new Councillors threw themselves into their roles with dedication and enthusiasm, a determination to change the way things were done, and a commitment to advancing the city, dedicated to transparency and good governance.

Their election re-energised the organisation, renewed the community's confidence in Council and brought a new focus to Council, effectively bringing to an end a challenging and turbulent time for local government in Ballarat.

In October 2008 the State Government's report into Council was tabled in State Parliament recommending that Council address a number of issues of governance and process. Council immediately began working with Local Government Victoria to overhaul the organisation's policies, protocols, systems and decision making processes to ensure that all aspects of compliance and matters of probity and governance were sound.

### Decisive, Responsive Budget

In June 2009, Council responded decisively to the challenging economic environment, delivering a bold four-year Council Plan and Budget designed to stimulate growth, foster confidence and show leadership. Increased spending on infrastructure coupled with the fast tracking of key capital projects will create jobs and build a positive environment in which to do business.

In a Victorian local government first, Council adopted a new procurement policy, the Ballarat Industry Participation Program, designed to increase the number of local businesses applying for and winning Council tenders and projects, thereby maximising outcomes in the local economy.

Council's 2009-2014 Budget achieves a balance between the desire to reduce the financial demand on residents and the need to budget for ongoing surpluses and factor in debt reduction.

Council has responded to this dual challenge by capping rate rises to four per cent or less over the next four years, and implementing a debt reduction strategy which will wipe \$1 million a year from its borrowings for the next four years.

Council has also budgeted for an operating surplus in each of the next four years with an \$18 million surplus in the first year allowing for high levels of infrastructure investment. This strong result has been made possible by ongoing operational efficiency driven by organisational restructures and improved procedures and service delivery.

### Community Feedback

Council's re-invigorated approach is reflected in the results of the 2009 Local Government Community Satisfaction Survey which showed that Ballarat residents are increasingly satisfied with Council's overall performance and with the services it provides.

Residents were positive about Council's level of community engagement and customer contact and rated it most highly for its delivery of health and human services, its advocacy role and the provision of recreational facilities and waste management services.

The only area in which Council's performance was perceived to have declined was in economic development, with respondents indicating a desire for Council to



be involved in facilitating job creation programs and providing additional support for local businesses.

Economic development is a key priority for Council and is a major focus of the organisation. Council addressed this concern as a matter of priority making changes to the economic development area to give it greater capacity to facilitate growth and development. Resources were allocated for additional strategies and programs to support business and industry and to stimulate the local economy so it can continue to grow despite external economic pressures.

I am personally committed to best practice standards of public administration and I want to ensure that all of the organisation's practices and procedures fully comply with – if not exceed – the provisions of the Local Government Act and the standard that our community expects.

Outcomes and actions resulting from the Inspector of Municipal Administration's Investigation into Ballarat City Council.	
New Councillor Code of Conduct:	The Councillor Code of Conduct was reviewed and updated in 2008 to reflect the need for various improvements and will be reviewed again in late 2009.
New Meeting Procedure Local Law:	The new Council will be reviewing the Local Law as part of its 2009/10 program of governance projects.
New Councillor IT and Telecommunications Policies:	Both policies were reviewed and adopted.
Results of the Review of Officer Authorisations and Delegations:	Authorisations have been reviewed and new documents finalised. Delegations from Council to officers have been reviewed and updated. A review of CEO and senior officer delegations was undertaken to ensure the appropriateness and effectiveness of the key delegations.
Report of the Audit of Statutory Registers:	A review of all Statutory Registers was undertaken to ensure legislative compliance. No issues were identified.
Report of the Audit of Contract procedures and processes:	Review of contract procedures and processes was undertaken, with new policy and procedures adopted.
Report of the Audit of governance processes and procedures, under the auspices of the Audit Advisory Committee:	The governance audit was brought forward on the annual program and completed. Report by the Audit Advisory Committee adopted.
Revised Purchasing Policy and Procedures:	Review of contract procedures and processes was undertaken. New purchasing/procurement policy and procedures adopted.
Revised Tender Reporting to Council:	All major tenders are now reported as part of the "open" Council Agenda. All minor tenders under delegation are governed by the newly adopted policy and procedures.
Community Engagement Framework:	Council's Citizen Engagement and Participation Framework has proven to be valuable in the development of the Council Plan and Budget, where a high degree of engagement was enabled through community conversations and a major Ballarat Community Summit.
Invoices presented by consultants:	Invoices investigated and dealt with openly as part of the Inspector of Municipal Administration's Investigation into Ballarat City Council.

## LOOKING AHEAD

There is no doubt that 2009-2010 will be an exciting year for the City of Ballarat. Over the next 12 months we will deliver an ambitious \$55 million capital works program comprising 145 separate projects. More than half of them will go out for tender before the end of the first quarter of the new financial year; a deliberate move to bring forward capital works projects that will generate economic activity and inject funds into the local economy.

Key projects include the Ballarat Airport Redevelopment, Stage Two of the Ballarat Aquatic Centre and the Eureka Centre redevelopments, upgrades to local sports precincts and the redevelopment and revitalisation of the Central Business District.

Council will continue planning for the Western Link Road which is a critical connector to manage and facilitate planned growth in the area west of the city. The organisation will explore new options for the redevelopment of the Civic Hall site, which, depending on the development of a sound business case, could see Council operations move to a purpose-built public-private facility on the Mair Street site.

Ballarat's population is predicted to grow considerably in the next 17 years. Managing that growth will be one of the most critical issues facing the city. Council's new Economic Strategy will be a key tool in the creation of a framework to manage the growth to ensure Ballarat's economy can provide sufficient employment opportunities created by this increase in population.

In line with its commitment to ongoing community consultation, Council will work with a broadly-based advisory committee to provide an industry perspective on the issues facing the local economy and the needs, priorities and goals of the various economic sectors.

Ballarat is in a strong position. The community can feel confident that this Council is well prepared to face the challenges ahead and to advance the interests of Ballarat at the regional, state and national level. We have Councillors with a can-do attitude, ably supported by a professional organisation which is committed to delivering projects, initiatives and services that will add to the prosperity and quality of life enjoyed by the people of Ballarat.

# OUR MUNICIPALITY



## A RE-STRUCTURED MUNICIPALITY AND GOVERNANCE PROCESS IMPROVEMENTS

The election of a new Council to represent ratepayers signalled a new era for the Ballarat City Council – time to align Council vision with business operations and strengthen relationships between the Council and community.

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).

The Minister for Local Government accepted the commission's recommendation and a general election was held on Saturday 29 November 2008 to elect three Councillors for each of the three wards for a four-year term.

### History

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 municipality – created by an Order of Parliament on 6 May 1994 under the Victorian Local Government Act – 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.

### The re-structured municipality

From 21 March 1996 to 28 November 2008 the municipality was divided into nine electoral wards, each represented by a single Councillor elected using a preferential voting system.

During the 2006-2007 financial year, the Victorian Electoral Commission conducted a review of the electoral structure of the City of Ballarat and recommended, in the interests of fair and equitable representation, that the municipality be restructured into a three-ward electorate (North, Central and South wards), each represented by three Councillors.



# OUR COUNCIL

Municipal elections were held in November 2008 with three Councillors from the previous Council being re-elected and six new Councillors elected. The outgoing Councillors were Cr Stephen Jones; Cr Peter Innes; Cr Gary Anderson; Cr Herman Ruyg; Cr Ian Jolly; and, Cr David Vandy.

Led by Mayor, Cr Judy Verlin, the new Council quickly established an open and honest approach to Council operations, strove to align Council business with the organisation's operations and strengthen the relationship between Council and the community.

Council held 22 ordinary Council meetings in 2008–2009 on the second and fourth Wednesdays of the month (with the exception of December 2008 and January 2009). Two special Council meetings were held on 10 December 2008 (to elect a new Mayor) and 17 June 2009 (to hear submissions on the proposed 2009-2010 Budget).

## COUNCIL'S ROLE

Ballarat City Council is a public statutory body constituted under the Local Government Act 1989. The act determines the Council's purpose, objectives, powers and functions in order to provide leadership and good governance.

Council is responsible for determining the City of Ballarat's direction and oversees its performance on behalf of the Ballarat community.

Formal Council meetings held on the second and fourth Wednesdays of the month (with the exception of December 2008 and January 2009) include public question time as a standard item. Members of the public (with prior notification) are invited to make prior submissions to Council to participate in the meeting.

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



## CENTRAL WARD



**Cr Judy Verlin**  
(Mayor – Dec 08-Nov 09)  
Elected: 29 November 2008  
Phone: 0407 431 652  
Email: judyverlin@ballarat.vic.gov.au



**Cr Craig Fletcher**  
Elected: 21 March 2008  
Phone: 0417 503 071  
Email: craigfletcher@ballarat.vic.gov.au



**Cr Mark Harris**  
Elected: 29 November 2008  
Phone: 0418 388 496  
Email: markharris@ballarat.vic.gov.au

## NORTH WARD



**Cr Samantha McIntosh**  
Elected: 29 November 2008  
Phone: 0458 004 880  
Email: samanthamcintosh@ballarat.vic.gov.au



**Cr Noel Perry**  
Elected: 29 November 2008  
Phone: 0429 004 333  
Email: noelperry@ballarat.vic.gov.au



**Cr John Philips**  
Elected: 21 March 2008  
Phone: 0417 388 706  
Email: johnphilips@ballarat.vic.gov.au

## SOUTH WARD



**Cr Cheryl Bromfield**  
Elected: 29 November 2008  
Phone: 0448 024 755  
Email: cherylbromfield@ballarat.vic.gov.au



**Cr Des Hudson**  
Elected: 18 March 2002  
Phone: 0409 865 093  
Email: deshudson@ballarat.vic.gov.au



**Cr Ben Taylor**  
Elected: 29 November 2008  
Phone: 0419 507 305  
Email: bentaylor@ballarat.vic.gov.au

# OUR ORGANISATION



## MANAGING DAY-TO-DAY ORGANISATIONAL AND ADMINISTRATIVE RESPONSIBILITIES

The City of Ballarat's purpose is to provide community leadership and good governance. The City of Ballarat's seven divisions, 21 business units and 778 staff are responsible for the delivery of over 100 services and the delivery of the objectives set by the Council Plan 2008-2013.

### About the organisation

Just like any other business, the organisation has set objectives and a budget, and is therefore required to provide a financial report and an overview of achievements and challenges over the financial year. Unlike other businesses, the organisation is guided by the Ballarat City Council on behalf of the community.

Since the release of the Victorian Government's report into the Ballarat City Council in October 2008, the organisation has worked with the Office of Local Government to ensure that all governance matters are subject to clear and rigorous protocols.

Many changes were made to ensure that all of the organisation's practices and procedures can withstand the closest scrutiny and that they fully comply with the requirements set by the Local Government Act.

As a result, the Council's operations are more transparent to the community.

### Objectives - 2008-2009

During 2008-2009, the organisation focused on meeting and finalising the objectives of the Council Plan 2008-2013, including the implementation of the Positive Ageing Strategy, the development of the Ballarat West Growth Area Plan, a review of the Ballarat Planning Scheme and release of the 2009-2014 Budget and Council Plan 2009-2013.

The organisation continued to evaluate and review departmental performance and operational practices to ensure the Council Plan 2008-2013 objectives were achieved, and to inform the development and direction of the Council Plan 2009-2013.

### Objectives - 2009-2010

Looking ahead, the organisation will be guided by the new Council Plan 2009-2013. Based on months of planning, research and talking to the community, the plan outlines the objectives for the next four years and clearly states how these outcomes will be achieved.

In conjunction with the delivery of quality ongoing services to the community, delivering on the annual capital works program, as well as the development of a long-term revitalisation plan for the CBD and progress on the saleyards project will be major priorities for the organisation.

The City of Ballarat's leadership team comprises the Chief Executive Officer (CEO) and six directors. As CEO, Anthony Schinck is responsible for the organisation's strategies and operations and is accountable to the Ballarat City Council.

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.

During 2008-2009, two new directors were appointed to the leadership team to help drive major project initiatives and the planning and development areas. Trevor McCullough now heads the City Infrastructure and Planning Division, and Jeff Pulford leads the Major Projects Division.

Identified as important to achieving the city's long-term goals of growth and sustainability as outlined in the documented Blueprint Ballarat vision for 2030, these major projects will facilitate housing, services and amenities for Ballarat's growing population.



# LEADERSHIP TEAM



**Anthony Schinck**  
**Role:** Chief Executive Officer  
**Responsibilities:** Executive Unit, Corporate Affairs



**Garry Davis**  
**Role:** Director, Organisation Services and Development  
**Responsibilities:** Budget, Financial Services, Fleet Management, Information Services, Customer Service, Governance, Human Resources, Remuneration and Benefits, Risk Advisors, Learning and Development, Business Improvement



**George Sossi**  
**Role:** Director, City Marketing and Business Development  
**Responsibilities:** Tourism and Events, Economic Development, Marketing and Communications, Art Gallery of Ballarat, Her Majesty's Theatre, Eureka Centre, Visitor Information Centre



**Carolyn Barrie**  
**Role:** Director, Community Wellbeing  
**Responsibilities:** Community Strengthening and Services, Family, Youth and Children's Services



**Trevor McCullough**  
**Role:** Director, City Infrastructure and Planning  
**Responsibilities:** Infrastructure Development, Infrastructure Delivery, Infrastructure, Operations, Open Space Maintenance, Road Maintenance, Waste Services, Ballarat Livestock Selling Centre, Property Management and Facilities Maintenance, Regulatory Services, Building Services, Strategic Planning, Statutory Planning



**Jeff Pulford**  
**Role:** Director, Major Projects  
**Responsibilities:** Major Projects, Contract Administration



**Ian Rossiter**  
**Role:** Director, Sustainability  
**Responsibilities:** Corporate Planning, Corporate Projects, Environmental Programs, Recreation and Open Space Planning, Legal, Risk Management

# ORGANISATIONAL STRUCTURE



## STRUCTURED TO SUPPORT COMMUNITY NEEDS AND GOALS

The City of Ballarat employs over 778 people in 21 business units in seven divisions. As a large organisation, it was important that the impact of the year's organisational and Council changes were communicated across all business units through all-staff emails and the internal Team Ballarat newsletter.

### Structured to support community goals and needs

As an organisation, the City of Ballarat is structured to support the goals set out in the Council Plan 2008-2013 and Blueprint Ballarat.

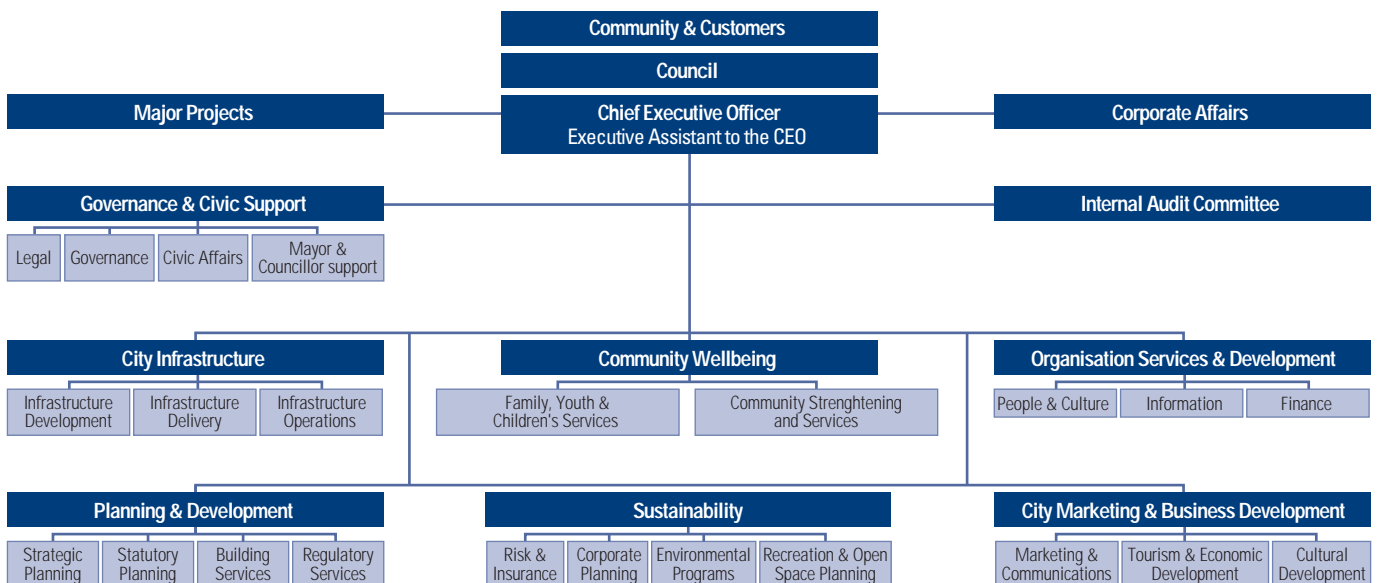
The organisation's seven divisions contain 21 business units which deliver over 100 very diverse products and services to the community every day.

Each division is led by a member of the leadership team. The organisation's structure is reviewed regularly to ensure efficiencies and capacity to meet

community need. In addition to structural reviews, vacated roles are reviewed before being replaced.

The organisation will continue to evolve as required to increase operational performance and the continued delivery of relevant services for the whole community.

### Organisation structure as at 30 June 2009







# OUR STAFF

Almost 800 people were employed by the City of Ballarat during the 2008-2009 financial year.

The vast majority of the organisation's employees are also residents of the municipality – many of whom have been with the organisation for up to 10 years or more.

As a major employer in the area, the City of Ballarat continually strives to be an Employer of Choice by providing a positive working environment, employee benefits and encouraging and valuing high performing staff who deliver high quality services to the community.

Internal communications, performance reviews, staff training and development programs and an emphasis on work/life balance help the organisation address internal resource and skill requirements and meet individual employee needs.

Employee benefits are numerous and include family-friendly arrangements, leave provisions consisting of paid maternity/paternity and adoption leave and study assistance, and a number of health services including physiotherapy and discounted gym memberships.

Employees also have access to a confidential Employee Assistance Program (EAP) for advice and counselling regarding either work or non-work related matters.

## Snapshot: employees

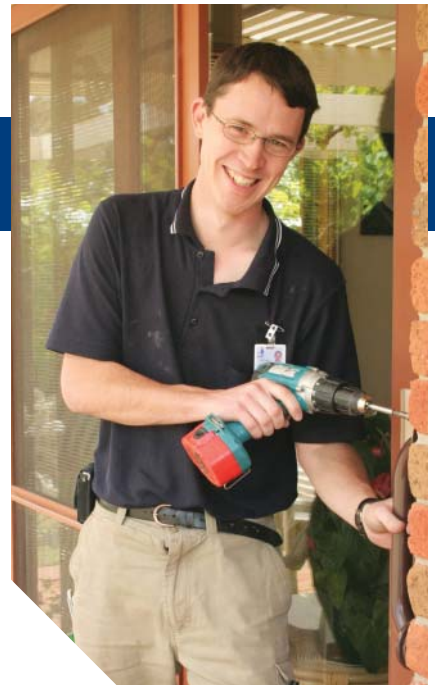
<b>Total staff:</b>	778
<b>Departures:</b>	112
<b>Staff turnover:</b>	14.4%
<b>New employees:</b>	165
<b>Total remuneration:</b>	\$32,649,281
<b>Total superannuation:</b>	\$2,806,709

*Note: figures from 30 June 2009*

Department	F	F	M	M	FT	FT	PT	PT	C	C	Total	EFT
	Total	EFT	Total	EFT	F	M	F	M	F	M		
Community Wellbeing	276.0	185.5	25.0	20.0	36.0	7.0	214.0	17.0	26.0	1.0	<b>301.0</b>	<b>205.4</b>
Organisation Services and Development	37.0	33.2	22.0	21.8	28.0	21.0	9.0	0.0	0.0	1.0	<b>59.0</b>	<b>55.0</b>
City Infrastructure and Planning	100.0	53.7	216.0	207.9	33.0	204.0	64.0	10.0	3.0	2.0	<b>316.0</b>	<b>261.5</b>
Major Projects	2.0	0.6	3.0	2.6	1.0	2.0	1.0	1.0	0.0	0.0	<b>5.0</b>	<b>3.3</b>
CEO's Office	3.0	2.6	1.0	1.0	2.0	1.0	1.0	0.0	0.0	0.0	<b>4.0</b>	<b>3.6</b>
City Marketing and Business Development	52.0	33.8	30.0	28.7	24.0	17.0	8.0	3.0	20.0	10.0	<b>82.0</b>	<b>62.5</b>
Sustainability	5.0	4.0	6.0	6.0	3.0	6.0	2.0	0.0	0.0	0.0	<b>11.0</b>	<b>10.0</b>
<b>Total</b>	<b>475.0</b>	<b>313.3</b>	<b>303.0</b>	<b>288.0</b>	<b>127.0</b>	<b>258.0</b>	<b>299.0</b>	<b>31.0</b>	<b>49.0</b>	<b>14.0</b>	<b>778.0</b>	<b>601.3</b>

*Legend: F = female, M = male, C = Casual, FT = full-time, PT = part-time, EFT = equivalent full-time*

# OUR SAFE WORK PRACTICES



## PROVIDING A SAFE AND ACCESSIBLE WORK ENVIRONMENT

A safe and accessible work environment for all employees, contractors, visitors and the public is an important part of business operations and culture. The City of Ballarat strives for continuous improvement of safety systems and processes.

### About the OHS Management Plan

Reviewed and updated during 2008-2009, the City of Ballarat's Occupation Health and Safety (OHS) Management Plan outlines the framework for the development of systems and the continued improvement in safety culture and performance for the 2009-2012 period and beyond.

### The OHS Management Plan's key areas of focus include:

#### OHS committees and representatives

The City of Ballarat has three OHS committees - City Centre, City Wellbeing and Operations - each of which has its own role and responsibilities. The 10 members on each committee meet regularly each year to discuss and contribute to safety solutions, policies and procedures.

Health and Safety Representatives (HSRs) are elected to the committees through peer election to act as representatives regarding OHS issues in the workplace. During 2008-2009, a large number of elections were held due to the number of HSRs coming to the end of their three-year terms.

#### Hazard identification, risk assessment and control implementation

A regular program of workplace inspections conducted by City of Ballarat employees and OHS representatives help identify issues which lead to the development of plans which work to rectify potentially unsafe situations.

#### Training and education

Training and development courses are offered to City of Ballarat staff to increase knowledge and understanding of hazard identification, risk assessment and how to implement safety controls.

Courses attended by staff in 2008-2009 covered the following topics: first aid; dealing with difficult customers; how to plan, prepare and manage in an emergency situation; how to operate available emergency services equipment; chemical management; sun-smart methods; and, OHS laws.

The organisation's new HSRs participated in a five-day training course, while continuing HSRs completed a one-day refresher course delivered by VIOSH Australia.

#### Wellbeing

The City of Ballarat's Health and Wellbeing Program conducts activities and information sessions to assist with the health and wellbeing of all staff.

With a focus on early intervention, activities during 2008-2009 included: pre-employment medicals; on-site physiotherapy; core strength training; subsidised gym memberships; skin cancer checks; and, flu vaccinations.



### Our year in safe work practices

Due to ongoing training, education, increased risk awareness and safe practical solutions, the City of Ballarat continued to see a reduction in the number of slips, trips and falls, as well as a notable decrease in the number of psychosocial claims from previous years.

However, 2008-2009 saw an increase in muscular stress (manual handling) injuries, particularly to staff employed in care based work. As a result, Council initiated a program to reassess manual handling duties to identify ways to eliminate or reduce muscular stress.

The City of Ballarat received 38 lodged claims for compensation in the 2008-2009 financial year – a number of which resulted in lost time and/or medical treatment. Every injury sustained by an employee is treated seriously.

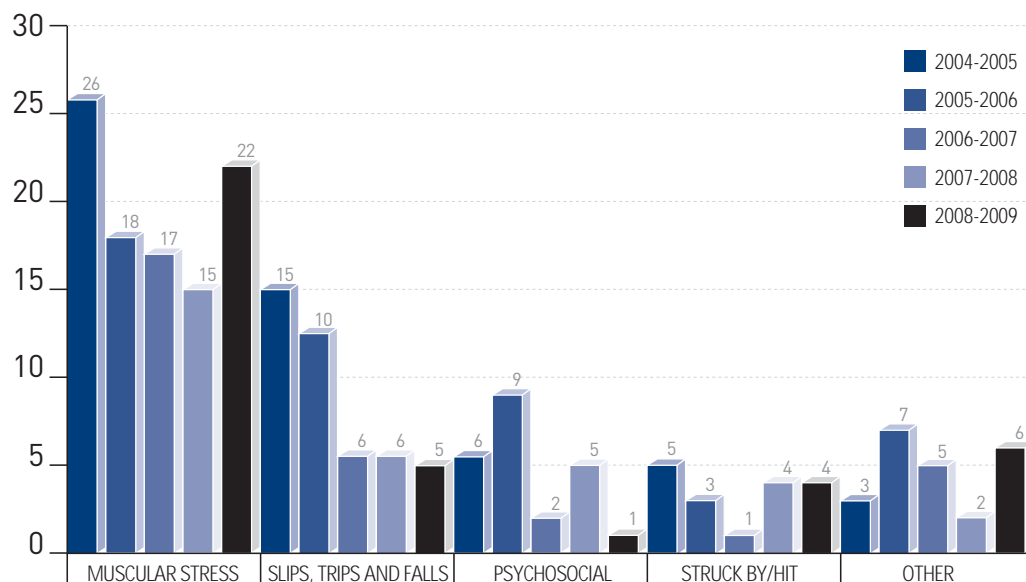
The organisation responded to incidents with early intervention and recommendations of suitable treatment/s to ensure a successful return to work.

### Snapshot: OHS

<b>Muscular stress claims:</b>	22
<b>Slips, trips and falls:</b>	5
<b>Psychosocial claims:</b>	1
<b>Struck or hit:</b>	4
<b>Other:</b>	6

*Note: as at 30 June 2009*

### Claim by Injury Type



# OUR YEAR IN REVIEW



## OUR PEOPLE

### HIGHLIGHTS

- Construction of the Girrabanya Children's Services Hub began in June 2009.
- The new edition of the Early Years Guide was released.
- The Migrant Attraction and Retention Strategy (MARS) was reviewed and will be replaced by the Cultural Diversity Strategy during 2009-2010.
- A new investment prospectus was developed.
- Key staff appointments occurred in planning, heritage and major projects.

### CHALLENGES

- The appointment of multicultural ambassadors was delayed due to a review of the Migrant Attraction and Retention Strategy.

### LOOKING AHEAD...

After a year of review and redevelopment, 2009-2010 will see the implementation of important support strategies for existing, new or potential residents such as the Youth Strategy and the Cultural Diversity Strategy. A Ballarat Housing Strategy will also be prepared.

## OUR SERVICES AND INFRASTRUCTURE

### HIGHLIGHTS

- The Ballarat West Growth Area Plan was developed.
- The Ballarat Planning Scheme and Municipal Strategic Statement (MSS) were revised.
- \$3.4 million in State Government funding was received to upgrade the Ballarat Aerodrome's infrastructure.
- \$3 million in Federal Government funding was received to upgrade potential dangerous roads and intersections.
- Wendouree Station was completed in partnership with the State Government.
- Regional Infrastructure Pty Ltd was announced as the successful tenderer for the redevelopment of the Ballarat Livestock Selling Centre (BLSC).
- Federal Government funding was received for eleven community based projects as part of the Regional and Local Community Infrastructure Program.
- Preparatory works were conducted to deepen the Lake Wendouree rowing course.

- Reduced the backlog of town planning applications and reduced decision times for new applications.

### CHALLENGES

- Keeping up the momentum on an ambitious strategic land use program.
- Limited water availability continued to impact on most City of Ballarat business units.
- A number of drought affected trees were removed and replaced with drought tolerant species.

### LOOKING AHEAD...

A cross-departmental approach will be needed for the implementation of the Ballarat West Growth Area Plan. Items from the revised Ballarat Planning Scheme will also be a focus. Detailed plans for recycled water to fill the lake were submitted to the State Government in partnership with Central Highlands Water (CHW). If approved, work is expected to commence on the \$7 million project in the early part of 2009-2010.



## OUR JOBS AND INVESTMENT

### HIGHLIGHTS

- Work commenced on the Commercial Development Strategy (formerly the 2003 Retail Strategy).
- A partnership with the Industry Capability Network (ICN) was established.
- The international investment relationship with India was strengthened through iGATE Global Solution's announcement of its intention to establish its financial services operations in Ballarat.
- The 2008-2009 edition of the Official Visitors' Guide (OVG) was released.
- IBM Australia announced it will build a \$10.8 million IT Services Centre in Ballarat.
- The Ballarat Industry Participation Program was adopted by Council.

### CHALLENGES

- A number of strategies were put on hold in 2008-2009 due to the need for extensive data and research into population growth.

### LOOKING AHEAD...

The local tourism and ICT sectors are expected to drive growth in jobs and investment – growth which will be supported by the new Economic Strategy to be developed during 2009-2010. The planned IBM IT Services Centre is expected to create 300 new ICT jobs and \$61 million for the local economy.

## OUR HEALTH AND RESILIENCE

### HIGHLIGHTS

- The Breastfeeding Charter was launched.
- The upgrade to the Ballarat–Skipton Rail Trail was completed.
- The Ballarat Bicycle Strategy was adopted by Council.
- The Positive Ageing Strategy was adopted by Council.
- The redeveloped Ballarat Regional Tennis Centre at Hollioake Park was officially opened.
- Reconstruction of Northern Oval No. 1 was completed.
- The Pedestrian and Wayfinding Strategy was implemented for the CBD.
- The Ballarat Access Directory was launched.

### CHALLENGES

- The Planned Activity Group (PAG) did not meet target hours due to client/staff ratio requirements.
- The water sampling and testing program was curtailed due to prolonged dry weather.

### LOOKING AHEAD...

The priority actions outlined in the Positive Ageing Strategy will be implemented during 2009-2010, as well as the appointment of a Positive Ageing Advisory Committee. An important resource for the whole community, the second stage of the \$4.5 million Ballarat Aquatic Centre redevelopment project will commence construction in 2009-2010.

# OUR YEAR IN REVIEW



## OUR LEARNING AND KNOWLEDGE

### HIGHLIGHTS

- Council entered into a major partnership with the University of Ballarat to research population growth to help plan and drive sustainable growth for the next 25 years.
- A new Youth Council was appointed.
- Council hosted the second Early Years Literacy Conference.
- Department of Education and Early Childhood Development funding was also secured for the Art Gallery of Ballarat and the Eureka Centre.
- Federal Government funding of \$5 million was secured for the Stage 2 redevelopment of the Eureka Centre.

### LOOKING AHEAD...

Council's major strategy documents that will guide the support and promotion of a connected and inclusive community – such as the Positive Ageing Strategy and Health and Wellbeing Plan – include the need for learning and skills enhancement as important contributors to health and wellbeing.

## OUR ENVIRONMENT AND HERITAGE

### HIGHLIGHTS

- New policies for Canadian Valley's koala habitat and native vegetation were adopted by Council.
- The Wildfire Protection Overlay was adopted by Council.
- The Public Place Recycling project was implemented.
- Conservation works on the façade of the Art Gallery were completed.
- The Blinkybulb Recycling Project was launched on World Environment Day.
- \$250,000 in State Government funding was secured for the 'Central Highlands Region Responding to Climate Change Threats to Biodiversity; a Community Engagement Model' project.

### CHALLENGES

- An alternative funding source was sought for the Yarrowee River Landscape Masterplan.
- Development of the Heritage and Urban Design Strategy was deferred.
- The strategy behind the complex management of green waste is still under development.

### LOOKING AHEAD...

The protection and enhancement of Ballarat's heritage will continue to be prioritised, as will be the continued provision and maintenance of the area's sports facilities and the environmental planning considerations for the Ballarat West growth area.



## OUR CONNECTIONS

### HIGHLIGHTS

- Work commenced on the Central Business District Strategy – Making Ballarat Central.
- Signs which welcome visitors in the local indigenous Wathaurong language were installed at six entrance points.
- The Koori Early Years Working Group was established in March 2009.
- The South West Early Years Forum was established.
- The Community Safety Action Plan was adopted on 25 February 2009.
- The Ballarat Fine Art Gallery was re-branded the Art Gallery of Ballarat.
- Free admission to the Art Gallery of Ballarat was introduced.
- Ballarat secured the International Foto Biennale for 2009, 2011 and 2013.

### CHALLENGES

- Community concerns were addressed regarding plans to create a roadway link from Leawarra Crescent to Mawarra Drive and Aminya Avenue, Delacombe.
- Development of the Youth Services website was delayed.
- Council approval of the Youth Strategy was delayed.
- Development of the Arts and Cultural Framework was deferred.

### LOOKING AHEAD...

The revitalisation of the CBD will be one of Council's key priorities for the next 20 years, led by the CBD Strategy - Making Ballarat Central. The Arts and Cultural Framework will analyse the strengths, potential relationships and benefits to implement a coordinated approach to increasing visitor numbers and income from tourism and hospitality.

## MANAGING OUR BUSINESS

### HIGHLIGHTS

- The Ballarat West Growth Area Plan was adopted by Council.
- Council elections were held on 29 November 2008.
- New directors were appointed to lead the Planning and Development and Major Projects divisions.
- Cr Judy Verlin was elected Mayor.
- The Council Plan 2009-2013 and the 2009-2010 Budget were adopted by Council.

### CHALLENGES

- The report on the investigation into Ballarat City Council was released by the Minister for Local Government.

### LOOKING AHEAD...

In 2009-2010, the organisation will implement the strategies outlined in the Council Plan 2009-2013 and the 2009-2010 Budget, as well as growth strategies for the Ballarat West area as outlined in the Ballarat West Growth Area Plan.

# FINANCIAL SUSTAINABILITY

## INCREASED REVENUE AND A FOCUS ON FUNDING FOR CAPITAL WORKS

The City of Ballarat is a \$120 million business with 21 business units that deliver over 100 services to the community. It has a capital budget of at least \$30 million (gross) to maintain over \$1,000 million worth of assets.



### A strategic and focused approach to financial management

During 2008-2009, the organisation continued to meet objectives outlined in the five year Budget established in 2005-2006, as well as those set by the Long Term Financial Strategy.

Coupled with a rigorous performance reporting system, the City of Ballarat's strategic and focused approach to financial management led to an unprecedented number 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 development of its first five year budget, the City of Ballarat has recorded positive financial results each year, while still providing over 100 services and delivering a capital works program in excess of \$30 million.

At the end of the 2008-2009 financial year, the organisation had achieved or bettered all the financial indicators set out in the 2008-2009 Budget. In addition, the continued search for financial efficiencies resulted in extra funds available for future capital works programs.

The strong cash position will enable the organisation to improve on its financial position by paying off debt ahead of schedule and/or to fund future capital works programs.

### Financial performance 2008-2009

The City of Ballarat's operating surplus for the 2008-2009 financial year was \$27.756 million, significantly higher than the forecast position of \$15.079 million. The improved result was due to increased revenue from fees, higher government grants, and improved investment of surplus cash.

The increased revenue included a Victorian Grants Commission instalment of \$2.4 million brought forward from the 2009-2010 financial year, as well as additional unbudgeted capital grants totaling \$1.89 million. Donated assets were \$5.02 million higher than the previous year.

Though Council recorded a strong financial result for 2008-2009, this result was enhanced due to the significant grants received in advance from both State and Federal Governments. The enhanced financial performance will result in a weaker financial performance for the 2009-2010 financial year.

As grants for 2009-2010 were received in advance revenue will be significantly lower in 2009-2010, therefore reducing the expected overall result for the 2009-2010 financial year.

The effect of the receipt of these grants when comparing the Council's financial result over the 2008-2009 and 2009-2010 financial years will need to be taken into account. The operating result for 2009-2010 will be approximately \$7 million lower than 2008-2009 due to the timing of the grants received.



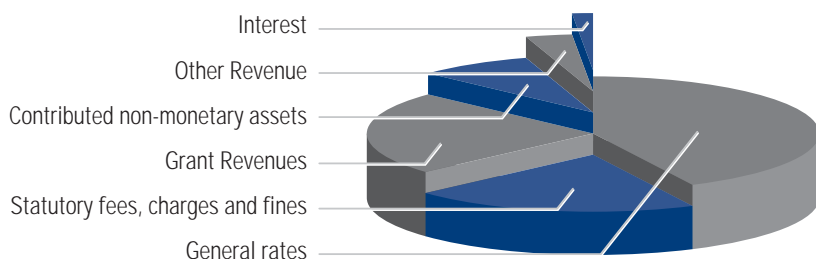


### Cash flow

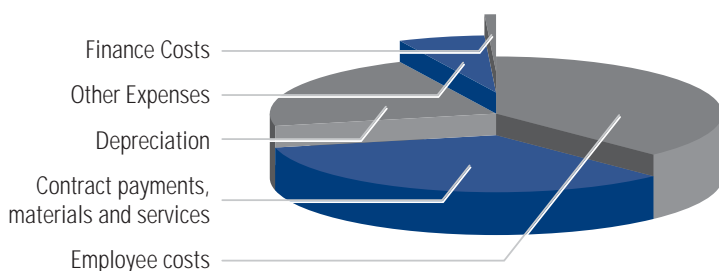
The City of Ballarat completed the 2008-2009 financial year with a cash balance of \$46.93 million. Of this amount, \$18.92 million in additional funds are related to Council operations for the 2009-2010 financial year as well as projects that were unfinished at the end of June 2009.

The organisation has budgeted to maintain strong cash flow over the next five years to reduce debt and enable the provision of quality community services well into the future.

### Revenue Sources



### Expenditure sources



### Balance sheet

The City of Ballarat also improved its balance sheet position during the 2008-2009 financial year, with debt levels reduced to \$13.195 million.

Total assets increased to \$1.063 million, while total liabilities remained steady at \$34 million. Held cash reserves were increased, partly through maintaining relatively low levels of trade receivables of approximately \$6.6 million. Trade payables remained steady at \$8.4 million.

	2007-2008 \$'000	2008-2009 \$'000
Total revenue	117,975	131,739
Total expenditure	100,644	103,983
Surplus	17,331	27,756
Capital expenditure	33,515	37,461
Total assets	1,043,971	1,063,225
Total liabilities	34,645	34,130
Cash	31,781	46,935
Net cash from operating activities	40,491	30,238
Working capital ratio	199%	254%
Loan liability	14,194	13,195
Liability / asset ratio	3.30%	3.20%
Debt commitment ratio	8%	6%

Note: for the year ending 30 June.

### LOOKING AHEAD...

The strong financial performance will enable the City of Ballarat to bring forward projects, start working toward the goals outlined in the five year 2009-2014 Budget while continuing to look into improving financial performance to reduce operating costs and provide additional funds for important major projects.

Split into the three themes of Growth & Development, People & Communities and Destination & Connections, the 2009-2014 Budget achieves a balance between the desire to reduce the financial demand on residents and the need to budget for ongoing surpluses and factor in debt reduction.

# OUR PEOPLE



## A YEAR OF REVIEW AND IMPROVEMENT

**COUNCIL PLAN 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.

### Council Plan Priorities

**Manage population growth:** 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 plan and vision

**Attract/retain new residents:** Attract and retain new residents in a coordinated way, ensuring that the City retains its strong sense of identity and connectedness

**Assist new/existing residents:** Commit resources to growing Ballarat's population while simultaneously improving the skills base across the local community

**Provide incentives for new resident/business:** Use incentives to attract new residents with skills and people able to bring new businesses to the municipality

**Address population growth issues:** Address issues of Ballarat's population growth in ways that build on population programs in place at the State Government level

**Support population growth:** Provide support to young families as a way of increasing the proportion of children in the population

## ACHIEVEMENTS

### Child and Family Friendly

#### Community Advisory Group established

A Child and Family Friendly Community Advisory Group was established during 2008-2009 to formalise the working relationship between families and Council to promote Ballarat as a child and family friendly city.

#### Updated information for young families

The new edition of the free Early Years Guide was released in May 2009. It provides information about childcare options, maternal and child health services, kindergartens and primary schools and specialist children's services. Of the 7,000 copies printed, 3,500 were distributed in the first six weeks.

#### Researched expanded maternal and child health services

In addition to the construction of the Girrabanya Children's Services Hub (from June 2009), the organisation explored the feasibility and pursued

funding options for the development of a Sebastopol/Delacombe maternal and child health facility.

Representatives from a number of agencies met to discuss opportunities and initiatives for integrated children's services in light of recent community infrastructure funding received and the proposed Ballarat West development.

#### Seniors' needs addressed

Following a year of substantial research and community consultation, the Positive Ageing Strategy was launched in March 2009 by Noeline Brown, the Federal Government's Ambassador for Ageing. Noeline provided an overview of what positive ageing means and how it can impact on seniors' lives.

With a holistic approach to seniors' needs – including housing, services and transport needs – the strategy prioritises a secure living environment for seniors, as well as supporting the provision of all age-inclusive transport systems.



#### **Ways to attract new residents improved**

During 2008-2009, Council reviewed the New Residents' Program, including the My Choice new resident and Eureka new business packs. The program was redeveloped to include a series of booklets designed to attract new residents to Ballarat as well as a comprehensive booklet consisting of Council and community information and a series of vouchers worth thousands of dollars to help new residents settle.

Over 480 households (totalling around 1200 individuals) collected the Ballarat New Resident Pack. As part of this program, new residents were also invited to attend four functions held throughout the year to meet Councillors and other new residents.

#### **Strategy to support and retain new migrant residents**

The Migrant Attraction and Retention Strategy (MARS) was developed in 2005 to provide a framework and direction for skilled migration. This successful strategy was reviewed during 2008-2009. The review identified that Council needed to advocate and cater for broader issues that impact on culturally and linguistically diverse (CALD) communities.

#### **Appointment of a new multicultural development officer**

As a result of the review of the organisation's multicultural strategy and progress, Council appointed for the first time a multicultural development officer in January 2009. The new officer will oversee implementation of the Cultural Diversity Strategy in 2009-2010.

In recent years, Ballarat has welcomed Sudanese refugees through secondary migration, and Togolese through a direct settlement project. The settlement needs of refugees are often more complex, and will be more specifically addressed by the new Cultural Diversity Strategy.

Council's first round of 10 multicultural ambassadors completed their two-year tenure during 2008-2009. A new group of 10 will be appointed during 2009-2010 to provide leadership to Ballarat's growing migrant community. There are now 26 thriving multicultural associations in Ballarat which support migrants from a range of nationalities from the 1950s post-war period to current arrivals.

#### **Employers and migrant workers assisted**

During 2008-2009, the City of Ballarat was a referral point for employers, migrants and associated agencies via the organisation's economic development website. Council worked with various industry groups in the business sector to improve employment and investment prospects, and provided support for various business agencies.

#### **A consistent approach to attracting new residents**

Developed in 2006-2007, the 'Come to Life' destination brand promoted Ballarat as an ideal place to live, work and invest. The organisation continued to include the 'Come to Life' message in all new resident attraction programs and initiatives, highlighting the many benefits of living in the Ballarat area.

The 'where your dreams come to life' marketing campaign used by the organisation to attract new residents to Ballarat included a 'Come to Life' branded marquee as well as banners and posters during the spring racing season at the Ballarat Turf Club, and banners and posters at the Under 18 National Men's and Women's Basketball Championships.

#### **Potential investors and businesses engaged through new initiatives**

The organisation continued to implement a prospect management system for developers and business owners who are considering Ballarat as a possible location for their operations. To further drive investment and infrastructure development in the city, a new investment prospectus was developed to inform potential investors about Ballarat's capacity to meet their investment requirements.

# OUR PEOPLE

## CHALLENGES

### **Appointment of multicultural ambassadors deferred**

The two-year tenure of the first round of multicultural ambassadors came to an end on August 2008 and were not replaced during the 2008-2009 financial year.

These 10 ambassadors came from nine different nations and successfully assisted Council, migrants and the wider community to ensure multiculturalism is a productive and positive experience for all citizens. Over the two years they delivered 120 speeches and presentations, reached around 6,000 people and attended 27 luncheons.

The program was reviewed over the past financial year, along with the Migrant Attraction and Retention Strategy (MARS). New multicultural ambassadors will be appointed during September 2009. After an induction period, the ambassadors will provide leadership to Ballarat's growing migrant community.

### **Development of the Residential Growth and Housing Strategy deferred**

Due to the City of Ballarat's prioritisation and focus on the development of the Municipal Strategic Statement (MSS) and the Ballarat West Growth Area Plan, which plans for population and residential needs for the growing Ballarat community, the development of a Residential Growth and Housing Strategy was deferred during 2008-2009.

## LOOKING AHEAD

### **Develop the Residential Growth and Housing Strategy**

As identified in Blueprint Ballarat, the future provision and planning for residential growth and housing is an important concern for Ballarat residents. With the Municipal Strategic Statement (MSS) and the Ballarat West Growth Area Plan complete, the organisation will develop a strategy to provide a framework and direction for housing development for Ballarat's growing population in the future.

### **Develop an Aged Services Plan**

An Aged Services Plan will be developed during 2009-2010 as part of the Positive Ageing Strategy to guide the improvements and future capability of Council's aged care services such as home care, Meals on Wheels and home maintenance.

### **Develop a Child and Family Friendly work plan**

The new Child and Family Friendly Community Advisory Group will develop a child and family friendly work plan which will include three strategies that aim to enhance Ballarat as a child and family friendly city. The plan will promote the inclusion of children's views and opinions.

### **Construction of the Girrabanya Children's Services Hub**

Work commenced on the development of the Girrabanya Children's Services Hub in June 2009. The current children's centre is being expanded to create a hub of integrated children's services such as maternal and child health, childcare, playgroups, parent education, family counselling and paediatric services. One of nine new children's centres being built in Victoria, it is expected to open in early 2010.

### **Implement the Cultural Diversity Strategy**

The new strategy will recognise and embrace our city's increasingly diverse population. It will guide Council on how it will facilitate inclusion and intercultural communication, celebrate diversity and welcome people of all cultures.



# OUR SERVICES AND INFRASTRUCTURE

## A FOCUS ON LONG-TERM PLANNING AND ASSET MANAGEMENT

**COUNCIL PLAN OBJECTIVE:** Ballarat wants to co-ordinate its infrastructure and services so that it can meet the needs of its changing population and build a strong, prosperous and self-reliant local economy.

### Council Plan Priorities

**Social infrastructure planning:** Coordinate all elements of physical and social infrastructure planning from the outset, including planning for environmental sustainability, economic growth, residential expansion and community wellbeing

**Review planning documents:** Review all Council's planning documents in light of changes to Blueprint Ballarat

**Identify and advocate infrastructure priorities:** Identify Council's infrastructure priorities in order to plan, lobby and advocate for them as effectively as possible

**Develop infrastructure partnerships:** Develop partnerships and networks that will enable Ballarat to advocate and lobby State and Federal Governments for major infrastructure funding

**Address priority infrastructure needs:** Ensure that infrastructure planning addresses priority needs, given that concepts in some areas are likely to be less well developed than in others

**Reduced car commitment:** Demonstrate a major commitment to non-car transport and its integration in planning of our transport network

**Ensure transport system sustainability:** Ensure that environmental sustainability principles are applied to all transport system planning

### ACHIEVEMENTS

Infrastructure development and asset protection was a 2008-2009 financial priority. The organisation maintained infrastructure spending at greater than the depreciation on Council assets for the second consecutive year.

#### Planning for Ballarat's growing population and community needs

The Ballarat West Growth Area Plan was adopted by Council on 22 October 2008 and was submitted to the Minister for Planning for approval on 31 March 2009. If approved it will provide the policy framework and statutory basis for the future growth and development the municipality which will occur in the western areas of Alfredton, Delacombe and Sebastopol.

Other plans and strategies developed in 2008-2009 included:

- **The Developers Contribution Plan** – the Options Paper was submitted to the organisation for consideration in November 2008;

- **The Canadian Valley Outline Development Plan** which addresses issues such as native vegetation management, koala habitat protection and urban growth boundaries. It was sent to the Minister for Planning for approval on 29 April 2009;
- **The Commercial Development Strategy** which began in September 2008 and involved a review of the 2003 Retail Strategy and an examination of future office accommodation needs. The consultants produced an issues and directions paper for Council to consider; and,
- **The Ballarat Aerodrome Conservation Management Plan** which was adopted by Council in September 2008 to inform decisions on future maintenance and development of the site. A grant of \$3.4 million was secured for the project.

# OUR SERVICES AND INFRASTRUCTURE



## Major planning documents reviewed

Community information sessions were held in July 2008 to review the Ballarat Planning Scheme, to update and ensure that land use policies reflect good planning and are in line with community growth needs. The key elements reviewed were: the Municipal Strategic Statement (MSS); the local planning policies; zones; and overlays. The Ballarat Planning Scheme Review Report was sent to the Minister for Planning on 15 April 2009.

Community feedback was also sought for the Miners Rest Outline Development Plan. It was placed on public exhibition in early June 2009, and an informal information session held in mid June 2009. Changes will be incorporated into the Ballarat Planning Scheme.

During 2009-2010, Council will consider findings in the revised Industrial Land Use Strategy which was developed and submitted by consultants during 2008-2009.

## Important assets protected

The Asset Management Strategy (ASM) assists the coordinated identification of works and funding required to rehabilitate major heritage infrastructure assets in a cost effective and financially sustainable manner. Identified as a priority for 2008-2009, the façade of the Art Gallery of Ballarat was restored over a 10 week period from late April 2009.

## Important Sturt Street precinct maintained

Established in April 2008, the Conservation and Landscape Management Plan (CALM) guides the maintenance of the Sturt Street precinct. During 2008-2009, a number of drought tolerant trees were planted and pedestrian wayfinding signs installed. Council also received a grant of \$350,000 from the Federal Government to restore the Town Hall.

## Transport system sustainability

The organisation implemented a number of internal changes to drive transport sustainability by: converting plant and diesel vehicles to run on bio-diesel; converting seven utility vehicles to run on LPG; replacing 6 cylinder with 4 cylinder vehicles; and, encouraging staff to take the train when travelling to the Melbourne CBD.

A consistently busy and productive year for the organisation, other key works completed included: the Ballarat Skipton Rail Trail's surface upgrade; the Wendouree Parade on-road bike path; the placement of powerlines underground in Sturt Street between Doveton and Dawson streets; other Sturt Street precinct works; traffic signals in identified key areas of need; and, the construction of new rural roads.

## Key Lake Wendouree Renewal and Lake Blitz projects completed

Important developments regarding Lake Wendouree's future included: Central Highlands Water (CHW) submitting plans for the supply of recycled water to the Lake; development of a stormwater diversion from Brown Hill to the Lake using the Gong Gong Reservoir pipeline; \$650,000 in funding for the LGL Ballarat Goldfields to Lake Wendouree Project to transport treated mine water to the Lake; and, pipe works from Paul's Wetland to diffuse pumped water into the centre of the Lake.

Other work in the area included the completion of key Lake Wendouree Renewal and Lake Blitz projects, such as: the installation of accessible toilets at the Yacht Club precinct (due for completion in 2009-2010); construction of rotundas at View Point and Fairyland, as well as an additional rowing storage facility; improvements to the Windmill Drive hatchery pump station surrounds, construction of bridges and landscaping at willow island; and, the deepening of the Lake Wendouree rowing course commenced in March 2009.

## Planning for major infrastructure projects

A tender process was conducted in July 2008 to appoint a company to develop a new purpose-built livestock selling centre on a new site. Of the three companies who had prequalified to bid, Regional Infrastructure Pty Ltd was the successful tenderer and was awarded the contract in September 2008. Contractual arrangements include the transfer of the operation of the current livestock selling centre.

## Town Planning and Building

Council increased resources in the Town Planning and Building department to significantly reduce the backlog of planning applications from 410 in June 2008 to 276 outstanding applications in June



2009. During the same period decision times for new applications were also reduced. The improved turnover of planning and building decisions has enabled Ballarat's building industry to continue to prosper, even during tough economic times.

#### **Building Ballarat through partnerships**

The Victorian Government with assistance from Council, completed the new Wendouree Station in June 2009. This infrastructure partnership also led to: the construction of carparks on Doveton and Ararat streets as part of the upgrade of the Ballarat Station; the design and installation of bus stops and shelters throughout the municipality; and the Sturt Street duplication between Learmonth Street and Ring Road. Other joint projects were the installation of traffic signals outside Emmaus Primary School and Damascus College on Geelong Road, and the upgrade of public transport infrastructure.

Although not identified as a Council Plan 2008-2013 goal, the organisation was also fortunate to receive Federal Government funding for 11 community-based projects which focus on improvements to local sporting facilities, footpaths and water infrastructure. The \$1.557 million was secured through the 2008-2009 Community and Local Infrastructure Program.

#### **Priority road safety met**

Under the direction of the Road Safety Strategy, a range of initiatives were undertaken to improve community safety. Initiatives included: traffic safety education in the school curriculum; promotion of safe traffic conditions around schools; a review of high risk sites; road safety assessment of new roads; the provision of safe cycling routes; a road safety multimedia presentation; partnership with the State Government in the Designated Driver program; and, promotion of the 'hoon hotline' in partnership with Victoria Police.

#### **Safety needs addressed**

Approximately \$3 million in Federal Blackspot Program funding was applied for and secured to improve and increase safety at identified black spot locations (crash sites) throughout the municipality.

### **CHALLENGES**

#### **Drought conditions and limited water availability**

Due to drought conditions and limited water availability, a number of trees were removed and replaced with more drought tolerant species. More than 200 pines and cypresses were removed from Learmonth Road in April 2009 as they had become unsafe due to their age and the effect of the drought. They were replaced with cedars and oaks.

#### **Tree Management Plan information sessions deferred**

Information sessions planned to inform stakeholders about the Tree Management Plan were deferred to the 2009-2010 financial year due to increased sectional work requirements.

The sessions will be facilitated by Council's senior arborist and will be delivered to all people who are affected by the plan, including internal and external stakeholders, Council contractors and utility service providers. Once complete, it is the expectation that Council will see greater compliance with this plan.

#### **Planning reports and amendments deferred**

The Planning Scheme amendments for the Open Space Strategy and the Housing Strategy were deferred until the Planning Scheme was reviewed (including the Municipal Strategic Statement). The Planning Scheme and the MSS are the major documents that set the framework for future land use development and therefore influence the application of the Open Space and the Housing Strategies.

#### **Preferred developer for the Civic Hall site terminated**

Informed on September 2008 that the preferred developer for the redevelopment of the Civic Hall site had lost its financial backing, Council terminated the Civic Place Group's status as preferred developer in early 2009 due to their inability to satisfy Council of their financial capability. A revised redevelopment strategy for the site will be prepared in the 2009-2010 financial year.

# OUR SERVICES AND INFRASTRUCTURE

## LOOKING AHEAD

### Working towards Lake Wendouree's water sustainability

Ensuring water sustainability for Lake Wendouree is a priority for the City of Ballarat. Central Highlands Water (CHW) submitted plans for the supply of recycled water of the highest quality to the Environment Protection Authority (EPA) and the Dept of Human Services. Approval to commence is expected in the early part of 2009-2010.

In addition to the development in 2008-2009 of the stormwater diversion from Brown Hill to Lake Wendouree using the Gong Gong Reservoir pipeline, the City of Ballarat will investigate other stormwater harvesting measures as a means of increasing the water supply to Lake Wendouree.

Established during 2008-2009, the LGL Ballarat Goldfields to Lake Wendouree Project was granted \$650,000 from Regional Development Victoria to build a 5km piped water system to transport treated mine water to Lake Wendouree. During the first six months of 2009-2010, the project will involve a detailed survey of the proposed route, followed by the design and construction of the pipeline.

### Planning for future growth and development in Ballarat West

The Ballarat West Growth Area Plan was submitted to the Minister for Planning for approval on 31 March 2009. The Minister will advise Council on the outcome in the early part of 2009-2010 financial year. The plan will be incorporated into the Ballarat Planning Scheme as Amendment C117 to guide future major growth and development in the municipality in the Ballarat West area.

Council will continue to plan for major infrastructure to support the growth of Ballarat West. Planning for the Ballarat West Link Road alignment will continue in 2009-2010. A developer contribution scheme is also being created to ensure that supporting physical and social infrastructure is provided.

### Further planning for Ballarat's growing population

A 2007 reassessment of the draft Rural Areas Review found that although it contained a thorough examination of existing land use it did not establish an agreed vision for the municipality's rural areas. Development of a Rural Land Use Strategy commenced in November 2008. It involves extensive consultation with rural landholders and research into the economic importance of agricultural land, the land use policies of

adjoining municipalities and the State Government's natural resource management guidelines.

### Upgrade of the Town Hall

Originally planned for 2008-2009, the first stage of the Town Hall refurbishment and upgrade works will commence in August 2009. A Federal Government grant of \$350,000 awarded during 2008-2009 will be used to restore the Town Hall.

### Lobby to relocate the Ballarat Freight Hub

Building on work undertaken during 2008-2009 to identify the best strategic location and model type for the development of a future freight hub, the City of Ballarat will continue to lobby for support to move the freight hub from the current location to allow future development of the substantial and strategically placed Lydiard Street site.

### Implement the revised Ballarat Planning Scheme

The 2008-2009 review of the Ballarat Planning Scheme – the report was approved by Council in March 2009 – recommended five key actions:

- Finalise the current planning scheme amendments which implement Council's strategic work program (e.g. Canadian Valley ODP, Ballarat West Growth Area Plan, Miners Rest ODP);
- Prepare and implement a 'policy neutral' Municipal Strategic Statement (MSS);
- Commission a Sustainable Housing Strategy and advance other key strategic studies in a coordinated manner;
- Progress other strategic high priorities as resources permit (e.g. biodiversity mapping, freight hub relocation, Heritage and Urban Design Strategy and Developer Contribution Plans); and,
- Process other planning scheme amendments as strategic work is finalised (e.g. private planning scheme amendments).

### Develop the Ballarat Aerodrome site

A State Government Regional Infrastructure Development Fund grant of \$3.4 million awarded during 2008-2009 will fund works to upgrade the Ballarat Aerodrome's infrastructure to support the expansion of the pilot training academy and attract new businesses and services to the precinct.

Works will include: the upgrade of taxi ways; provision of extra sewerage, water, power and data infrastructure; construction of a new apron area that will allow 40 extra planes to park; and, installation of new runway lighting.



# OUR JOBS AND INVESTMENT

## INCREASED CAPABILITIES AND OPPORTUNITIES FOR LOCAL BUSINESSES

**COUNCIL PLAN 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.

### Council Plan Priorities

**Balance needs:** 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.

**Manufacturing / government alignment:** Align Ballarat's manufacturing growth plans with State and Federal Government initiatives

**Match people, jobs and businesses:** Establish effective networks, partnering and mentoring relationships to match people, jobs and businesses

**Promote the area highly skilled:** 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

**Encourage an entrepreneurial culture:** Encourage an entrepreneurial culture in Ballarat's business sector

### ACHIEVEMENTS

During 2008-2009, the City of Ballarat continued to refine jobs and business growth strategies, analyse growth sector trends to educate and inform local businesses and create opportunities through strategic local and international partnerships.

#### New Jobs

The local industry and jobs market was buoyed with the news that 300 new ICT jobs will be created in Ballarat. Premier John Brumby announced in August 2008 that IBM Australia will build a \$10.8 million IT Services Centre at the University of Ballarat Technology Park.

#### Skills and knowledge for tourism businesses increased

The Ballarat Business Levy supported a number of tourism initiatives during the year. Over 100 new and existing tourism operators were provided with the opportunity to participate in six subsidised workshops to either further their understanding of visitor needs and expectations, or receive information about starting up as a new operator in the local tourism industry. Workshop attendants had access to tourism data, research and tourism excellence case studies.

# OUR JOBS AND INVESTMENT



## Regional partnerships for tourism businesses leveraged

Ballarat Business Levy members participated (at heavily subsidised rates) in a \$630,000 marketing campaign targeting potential visitors from South Australia. The campaign was run by the Goldfields regional partnership between the City of Ballarat, the City of Greater Bendigo and the shires of Mount Alexander and the Pyrenees.

Local tourism businesses were also able to take advantage of the Melbourne and Surrounds Group partnership which also includes Geelong, Mornington Peninsula and Yarra Ranges councils. Via this strategic partnership Ballarat gains valuable exposure in Sydney and New South Wales.

## Objectives for the local tourism businesses met

Guided by the Ballarat Towards 2020 Tourism Strategy, activity for 2008-2009 included: attendance at five travel and leisure expos in Victoria, New South Wales, South Australia and Tasmania; release of the 2008-2009 edition of the Official Visitors' Guide; attendance at four tourism trade shows with six industry partners; and, participation in the Great Southern Touring Route (GSTR) association.

## Funding for a major tourism asset secured

Of note, the Eureka Centre was awarded \$5 million in Federal Government funding on 24 April 2009 for the Stage 2 redevelopment of the Eureka Centre. Adding to the State Government's \$5 million contribution already committed, the \$10 million redevelopment can now proceed.

## Local businesses supported

Sustaining current strategic partnerships, the City of Ballarat continued to provide active representation on business agency boards and committees, as well advocacy and support for various local business agencies, including: Commerce Ballarat; VECCI; Australian Industry Group; BisNet; and, ICT, food and agribusiness clusters.

## Visibility of local businesses increased

A partnership was established with the Industry Capability Network (ICN) to increase the presence and visibility of local businesses listed on ICN's Regional Industry Link website which is used by government agencies and companies to search for local products and services. The details of over 300 businesses were collected and loaded onto the ICN's Regional Industry Link website.

## Skills for local businesses increased

During 2008-2009, 4,000 booklets offering a range of training courses at 50 per cent subsidised rates were distributed to Ballarat businesses to encourage forward planning and budgeting for their training needs.

## Gaps, opportunities and areas of improvement identified

Implementing levels 2 and 3 of Tourism Victoria's professionalism and excellence strategy, the City of Ballarat conducted 18 'cycles' of customer audits (mystery shoppers) regarding local businesses. The audits helped the organisation to track and assess customer experience to ascertain potential business gaps, opportunities and areas of potential improvement. All audited businesses received a copy of the confidential audit report.

## Action on opportunities in growth sectors encouraged

Economic research company, Compelling Economics provided a detailed analysis of key growth sectors within the Ballarat economy, with analysis of quarterly employment and workforce statistics to identify trends. This information will be used to guide strategic decision making and to support individual sectors to identify and act on issues and opportunities. Distributed to interested international investment companies, this information was made available to all Ballarat Business Levy members.

## International Prospectus updated to highlight local capacity

To drive investment and infrastructure development for the long-term prosperity of the city, the 2007 Investment Prospectus was updated to inform potential investors about Ballarat's capacity to meet the investment requirements of a range of businesses.



#### **Local businesses encouraged to bid for Council tenders**

Launched during 2008-2009, the Ballarat Industry Participation Program (BIPP) is designed to increase the number of local businesses applying for Council tenders and projects.

Under this new procurement policy competing tender bids that finish within a five per cent best value evaluation outcome will be subject to a local content analysis. This will ensure that the evaluation criteria used to determine the best value bid has a strong local employment outcome focus, while still maintaining best value for money results. BIPP statements are now required for every tender bid over \$250,000.

#### **International investment relationship with India strengthened**

In conjunction with the Australian and Indian Business Council (AIBC), the City of Ballarat hosted the 2009 AIBC Summit dinner in Sydney in May 2009. A number of Ballarat representatives –including the Ballarat Mayor, Cr Judy Verlin – and industry partners attended the summit.

In her speech, the Mayor described the close relationship between India and Ballarat and encouraged further international investment after the decision of Indian company iGATE Global Solutions Pty Ltd to establish its financial services operations in Ballarat. International investment relationships are also a State Government priority.

#### **Local ICT industry capabilities and expertise highlighted**

The City of Ballarat, Ballarat ICT Limited and the Ballarat ICT Cluster eHealth forum undertook research into the capabilities of the eHealth sector using five case studies.

The case studies dealt with the Safety Link alarm system, medical imaging services, patient referral and management systems, new models of care for cancer patients and the Argus product which enables health services to exchange clinical information securely. The findings of the capability study were published in February 2009.

#### **Film and TV provided short-term investments**

During the 2008-2009 financial year, the organisation secured the making of a documentary on the Prisoner of War Memorial and two television commercials. One featured the Ballarat Skatepark, and the other Ballarat's architecture in a commercial for Victoria Bitter beer.

Ballarat is a member of Film Ballarat Hepburn and Beyond which during the year launched its new website and developed a new marketing campaign with an accompanying DVD.

# OUR JOBS AND INVESTMENT

## CHALLENGES

### Development of the Destination Marketing Strategy deferred

Originally planned for 2008-2009, a Destination Marketing Strategy will now be developed as part of a Destination Management program during 2009-2010.

### Development of the Corporate Marketing Strategy deferred

Originally planned for 2008-2009, a Corporate Marketing Strategy will now be developed during 2009-2010.

### Visiting Friends and Relatives (VFR) Strategy delayed

Originally due to be completed at the end of August 2009 the finalisation of the Visiting Friends and Relatives (VFR) strategy has been delayed due to the extensive research and rigorous data needed to inform the strategy.



## LOOKING AHEAD

### Develop a new Economic Strategy for 2010-2014

Leveraging from the successful development of the new Council Plan 2009-2013 and 2009-2014 Budget, the organisation will develop a new Economic Strategy for the 2010-2014 period to drive growth in jobs and investment, particularly in the growth ICT and tourism sectors.

### Plan for future retail business growth and needs

In September 2008, consultants began a review of the Commercial Development Strategy (formerly the 2003 Retail Strategy), and examined Ballarat's future office accommodation needs. The consultants' directions paper will be completed during 2009-2010 and will address issues and will provide recommendations for Council to consider.

### Address future ICT sector needs

During 2008-2009, the City of Ballarat began working on a skills audit to identify the city's current capabilities and future requirements in Ballarat's information technology and communications (ICT) sector.

The need for researching and identifying gaps and current capabilities has been identified as a priority in order to continue to attract high quality ICT partnerships and firms, in both the government and private sector well into the future. Audit results are expected to be finalised during the first half of 2009-2010.

### Training to address service gaps and customer expectations

Following the results of 18 customer service audits of tourism operators during 2008-2009, training programs to assist with service gaps and customer expectations will be held during 2009-2010.

### Business conferences for Ballarat

The City of Ballarat's attendance at four tourism conference and trade shows across Australia with six industry partners resulted in the organisation securing a number of business conferences for Ballarat. Thirteen business and group events (total attendance of 3,760 delegates) that were held in Ballarat in 2008-2009 were the result of bids lodged previously.

# OUR HEALTH AND RESILIENCE

## STRONG COMMUNITY PLANNING AND PRESERVATION OF OPEN SPACE ASSETS

**COUNCIL PLAN 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.

### Council Plan Priorities

**Plan for health care needs:** 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 health services:** Promote and improve knowledge of access to the full range of health related services available to the community

**Utilise current health and wellbeing findings:** Apply the latest research findings to the task of creating better levels of community wellbeing and cohesion

**Encourage non-car transport options:** Encourage greater use of the non-car transport options: walking, cycling and taking public transport

**Promote exercise:** Promote physical exercise throughout the community and within employment

**Health and wellbeing education:** Educate the community and increase awareness on health and wellbeing issues

**Access for all:** Consider access for all in all city projects

### ACHIEVEMENTS

The City of Ballarat undertook a holistic approach with the planning and provision of services and facilities for the health and wellbeing of the local community, considering all age groups as well as social and physical needs.

#### Health and Wellbeing Plan 2007-2009 reviewed

An internal review of progress across the Health and Wellbeing Plan's 17 priority areas and 61 actions revealed that 93 per cent of the actions had commenced and of these 82 per cent were on track. Only one action, the development of an Arts Incubator, will not be implemented in the foreseeable future.

#### Strategy for the health and wellbeing of older people developed

Launched in March 2009, the Positive Ageing Strategy was developed using extensive community engagement and research and outlines a number of measures to improve the health and wellbeing for older people in the Ballarat community.

Taking a holistic approach to ageing community needs, the strategy's six goals are: promote and maintain physical and mental health and wellbeing; support lifelong learning; build supportive communities; value, respect and care for all ages; provide a safe, secure living environment; and, support the provision of all age-inclusive transport systems.

During 2008-2009, the strategy led to: the co-ordination of an Aged Services Access Map; promotion of positive images of seniors in myballarat, the City of Ballarat's community magazine; and, integrated youth and seniors' activities, such as mobile phone training for seniors conducted by young people.

# OUR HEALTH AND RESILIENCE



## People with an intellectual disability supported

The City of Ballarat's SAILS (Social, Activities, Interest, Leisure, Sport) program offers companionship and support to people with an intellectual disability, as well as a program of recreation and leisure that is sensitive to each person's needs.

During 2008-2009, SAILS supported four men to attend a 12-week men's shed program. After the 12 weeks, one participant was able to continue attending without staff support. In partnership with the University of Ballarat, SAILS also organised a gym program which proved extremely popular with members, and was extended to allow interested members to continue.

## Alcohol and drug awareness education program reviewed

The SSMART ASSK Program is an alcohol and drug awareness education program which informs young people how to survive a risk taking social environment. During 2008-2009, the University of Ballarat began an evaluation of the program's impact and success. The evaluation is expected to be completed during early 2009-2010. The findings will guide program improvements and changes.

## Planning for youth needs

The Youth Recreation Facilities Review was redeveloped into a broader framework which will be known as the Play Space Planning Framework. This Framework will encompass the long-term planning and development of Ballarat's playgrounds, skateparks, BMX jump parks and community youth activity assets.

An example of the work to be undertaken is the new children's playground installed at the Wendouree West Recreation Reserve and the BMX area moved to the northern part of the Reserve.

## Family connections strengthened

Adding to the success of the Building Family Harmony Postcard project, the Family Harmony Working Party worked with young people and industry workers to further strengthen family connections, friendships, positive relationships and youth participation.

## Breastfeeding Charter launched

Launched in August 2008, the Breastfeeding Charter calls on businesses, agencies and groups to support breastfeeding and help reverse declining breastfeeding rates. Only three in 10 Ballarat babies are still breastfed at six months. The charter provides

a simple guide to the options available, such as 'breastfeeding welcome here' stickers for workplace doors and developing maternity leave policies to include lactation breaks.

## Community feedback sought to guide health services

During 2008-2009, the City of Ballarat sought community input and participation to guide further improvements to primary community health services. The community consultation led to the implementation of occupational therapy services to broaden the scope of the Home and Community Care Program.

## Findings incorporated into the Cultural Diversity Strategy

Feedback and findings gathered during the 2007 Multicultural Summit will be used to inform the new Cultural Diversity Strategy. The strategy will be finalised during the 2009-2010 financial year.

## Walking in the city encouraged

To encourage people to walk to different destinations within the CBD, the City of Ballarat installed wayfinding signs to inform people of distances walked. The signs were completed as Stage 1 of the Pedestrian and Wayfinding Strategy that promotes the city's walkability and also encourages walking initiatives such as Walktober and Walk to Work Day.

## Cycling in the city encouraged

In addition to the adoption of the Ballarat Bicycle Strategy, the following works were completed during 2008-2009, which are expected to further encourage cycling in the city: the upgrade of the Ballarat Skipton Rail Trail's surface was completed late 2008; a bridge was built over the Canadian Creek near Olympic Ave to improve the continuity of the bike path; and, the completion of the Wendouree Parade on-road bike path.



### Swimming in the city

Following a review of the operations of the city's outdoor public swimming pools all pools opened for the 2008-2009 summer season except Wendouree. The Wendouree pool's opening was delayed until January 2009 due to the need to replace the filtration system.

### Public spaces improved for community engagement

In 2008-2009, developer open space contributions enabled a number of Parks Development Program improvements to be made to public spaces and parks, such as: paths upgraded at Alfredton Recreation Reserve and Russell Square; signage installed at key park locations such as Victoria Park; vegetation revamped and tidied at Mount Clear Recreation Reserve; creation of car parking adjacent to the newly installed playground at Wendouree West Recreation Reserve; new and replacement furniture installed at many parks, sports grounds and key recreation reserves such as the Yarowee River Trail.

### Sports facilities prioritised

During 2008-2009, the City of Ballarat conducted extensive research into Ballarat's sports precincts. The research project established criteria and analysed all outdoor grassed sporting surfaces to guide the determination of venue hierarchy and sports precinct classification.

Of note, the Northern Oval reconstruction was completed and play resumed on the surface in June 2009. The \$956,000 oval reconstruction has produced a playing surface of AFL standard and included water conservation initiatives such as warm season grass and use of reclaimed water.

The Ballarat Regional Soccer Facility Feasibility Study was completed during the year. The study recommended a location and structure for a Ballarat Soccer Precinct. The recommendations will be submitted to Council for its consideration.

### Tennis facilities redeveloped

The organisation worked with tennis groups across the municipality to upgrade a number of tennis facilities. Ballarat Regional Tennis Centre at Hollioake Park was redeveloped in partnership with Tennis Australia. Twelve tennis courts were upgraded using the plexi-cushion prestige system – the same surface used at the Australian Open.

The Buninyong Tennis Centre Feasibility Study was completed in April 2009 with recommendations of a preferred Stage One design of eight courts and four with lights and improved open space amenity to replace the substandard and non-compliant existing nine courts.

### Ballarat Access Guide launched

The Ballarat Access Guide was launched on 3 December 2008 to coincide with International Day of People with a Disability celebrations. The web-based directory provides a list of venues and services that are easily accessible to people with a disability. It is divided into eight main categories: accommodation; conference centres; disability specific services; health and wellbeing; restaurants; retail; sport and leisure; and, tourism.

# OUR HEALTH AND RESILIENCE

## CHALLENGES

### Water sampling and testing program curtailed

A result of the prolonged drought the significant lakes in the municipality remain dry, therefore the environmental health water sampling and testing program was curtailed or not required during 2008-2009.

### Dog and cat registration renewal declined

The number of dog and cat registration renewals as a percentage of the estimated dog and cat population declined during 2008-2009.

The decline in registration numbers was not due to Council inactivity to promote registration. The Domestic Animal Management Plan (DAMP), adopted by Council on 24 September 2008, delivered a number of initiatives to ensure the safety of animals, such as the encouragement of early de-sexing through the offering of free initial registration for pets that were both micro-chipped and de-sexed; broader dog and cat ownership information on the websites; identification of animal management vehicles; the introduction of a night cat curfew in April 2009; and, ensuring that dogs and cats sold from pet shops are registered.

### Planned Activity Group targets not met

The Planned Activity Group (PAG) provides a comprehensive range of services, programs and activities that give practical and emotional support and social contact for older, frail people and people with disabilities. The purpose of PAG is to focus on the individual needs of each client and maintain and develop those skills which will assist independence by providing group activities outside the home. During 2008-2009, PAG did not meet target hours due to client/staff ratio requirements.

### Arts Incubator deferred

Although recommended by the Health and Wellbeing Plan 2007-2009, the development of an Arts Incubator will not be implemented in the foreseeable future, as the concept needs to be examined in light of the Arts and Culture Framework.



## LOOKING AHEAD

### Further implement the Positive Ageing Strategy

Priority actions outlined in the Positive Ageing Strategy that will be implemented during 2009-2010.

### Develop Positive Ageing Advisory Committee

Council will appoint a Positive Ageing Advisory Committee from members of the community and staff. Expressions of interest for committee positions will be invited in October 2009.

### Review the Seniors' Festival

The City of Ballarat will review the Seniors Festival held in October 2008 to improve events and services with the aim to maintain relevance and to increase community participation for the 2009 event to be held in October.

### Implement the Play Space Planning Framework

The Play Safe planning framework will guide the future development of Ballarat's playgrounds, skateparks and BMX jump parks.

### Redevelop the Ballarat Aquatic Centre

Designs for the second stage redevelopment of the Ballarat Aquatic Centre were completed in March 2009. The \$4.5 million project will involve the construction of two new accessible warm water pools, two group change-rooms, four extra family change-rooms and a new café. Energy and water sustainability principles will also be incorporated into the design. Tenders have been invited for the construction which will commence in 2009-2010.

### Pedestrian and Wayfinding Strategy – Lake Wendouree

Following on from the implementation of the pedestrian and wayfinding works in the CBD, the City of Ballarat has now commissioned a pedestrian and wayfinding strategy for Lake Wendouree.



# OUR LEARNING AND KNOWLEDGE

## INCREASING KNOWLEDGE FOR WELLBEING AND SKILLS FOR YOUNG PEOPLE

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

### Council Plan Priorities

**Encourage skill upgrades:** Promote a work culture across the local economy that encourages people to upgrade their skills

**Establish a strong research culture:** Establish a strong research and development culture that links the local economy and the educational sector

**Align training with skills needed:** Align the training available with the skills needed now and in future, and with the interests of the target groups

**Promote learning for everyone:** Promote learning as a worthwhile and enjoyable activity for everyone at all stages of life

### ACHIEVEMENTS

Ballarat is regarded as a city of learning and knowledge – home to a large number of quality secondary schools, two universities, a thriving arts community, knowledgeable historians, a few famous authors and exceptional ICT graduates.

#### Research culture fostered through university partnership

In 2008-2009, the City of Ballarat and the University of Ballarat partnered to implement joint research initiatives which will help plan and drive sustainable growth for the next 25 years. The partnership has developed a population projection model specific to the Ballarat region by applying a local filter to state, national and international data.

During 2008-2009, the partnership developed the 'SmartGreen', a program designed to assist companies explore sustainable ways of operating businesses through the development of new revenue streams, increasing entrepreneurial capacity and forging networks with potential new business partners.

#### Training and apprenticeships provided through Council

The City of Ballarat continued to offer skills training through either support or direct employment as part of the Human Resources unit's traineeship and apprenticeship program, which began in 2006-2007. The program provides a number of young people with valuable training and work experience to get their working lives off to a good start.

As at 30 June 2009, Council employed 13 trainees and apprentices across the organisation in the areas of administration, horticulture, construction, youth services and human resources. Two horticulture apprentices were also supported by the Disability New Apprentice Wage Support (DNAWS) program.

#### Awareness of literacy methods for children encouraged

In September 2008, the City of Ballarat hosted 'Walking on Words', the second Early Years Literacy Conference. The conference attracted more than 200 people from across Victoria and reinforced the message that literacy can be explored with children through a range of mediums.

# OUR LEARNING AND KNOWLEDGE

## **Eureka Centre scope and capabilities to expand**

Federal Government funding of \$5 million was secured on 24 April 2009 for the Stage 2 redevelopment of the Eureka Centre. Adding to the State Government's \$5 million contribution already committed, the \$10 million redevelopment can now proceed.

The centre is not only important to the local tourism industry, but also for the promotion of knowledge in schools and the community.

During 2008-2009, the Eureka Centre's Education Services Unit continued to deliver high quality education programs to primary and secondary schools and tertiary institutions and assisted people undertaking family research and expanded its Eureka reference collection.

Funding from the Department of Education and Early Childhood Development was secured to support the delivery of Eureka education programs and activities for the Triennium 2009-2011. Through its partnership with the University of Ballarat's Education Faculty, the centre provided free tours to students, supported the course's curriculum development and offered student placements at the centre.

## **Artistic skills and knowledge encouraged**

The Art Gallery of Ballarat also provided an extensive range of education services. Ancillary programs were introduced, often reflecting aspects of the themes of special exhibitions. For example, life drawing was offered out of hours in conjunction with the 'Naked and the Nude' exhibition and proved sufficiently popular that it has been continued as a regular feature.

Held from February to April 2009, the 2008 Next Generation exhibition showcased artworks from VCE arts students and once again drew large crowds, particularly of senior secondary students.

The Gallery also secured funding from the Department of Education and Early Childhood Development to continue providing education services for the 2009-2011 triennium. These services are expected to attract over 10,000 students during the three-year period.



## **LOOKING AHEAD**

### **The new Eureka Centre for Australian Democracy**

With the commitment of \$5 million in Federal Government funding, in addition to the State Government's \$5 million contribution, Stage 2 of the \$10 million Eureka Centre redevelopment can now proceed.

The new Eureka Centre for Australian Democracy is expected to have: a Black Box Theatre; new exhibition and interactive display; a heritage office; an interpretive and educational research centre; and, an event precinct featuring a large open air stage. The redeveloped Eureka Centre is expected to attract tourists to the area, but will continue to be a key community learning and educational hub.

# OUR ENVIRONMENT AND HERITAGE

## WORKING TOWARDS WATER SUSTAINABILITY AND IMPORTANT ASSET PRESERVATION

**COUNCIL PLAN 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.

### Council Plan Priorities

**Integrate environmental issues in all planning:** 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

**Ensure community involvement environmental programs:** Ensure that the community is an involved and informed party in implementing environmental programs

**Ensure historic building conservation and restoration:** Ensure the conservation and restoration of Ballarat's historic buildings with particular focus on the Central Business District

**Encourage community awareness of environmental issues:** Build on the environmental awareness produced by the current water shortage and concern for climate change to gain community commitment to environmental programs

**Involve businesses in environmental planning:** 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.

### ACHIEVEMENTS

#### Planning for Canadian Valley corridor considered

The Canadian Valley Outline Development Plan, which addresses issues such as vegetation management, koala habitat protection and urban growth boundaries in the Canadian Valley corridor, will be incorporated into the Ballarat Planning Scheme subject to approval from the Minister for Planning. It was submitted to the Minister in late April 2009.

#### Solar park site secured at the Ballarat Aerodrome

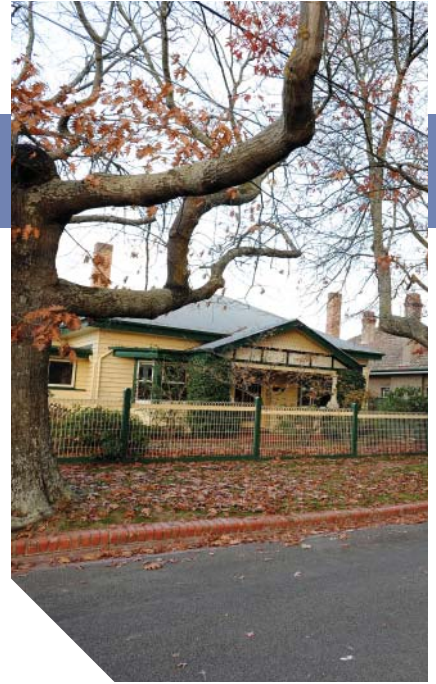
As a participant in the Central Victorian Solar Cities project Ballarat secured a site at the Ballarat Aerodrome for the building of a solar park. The park will demonstrate how photovoltaic systems can provide a local, renewable energy source for the

Ballarat region. Two thousand five hundred homes will be invited to participate in the project and create local energy solutions.

#### Sustainable Public Lighting Action Plan implemented

In May 2009, Council began replacing a number of inefficient public lighting installations with new controllers and energy saving fittings in a number of Council's parks, reserves and buildings. The reduction in greenhouse gas emissions will be 520 tonnes of carbon dioxide per year and is estimated to save Council \$40,000 per year.

# OUR ENVIRONMENT AND HERITAGE



The Blinkybulb Recycling Project, another lighting initiative, was launched on World Environment Day (5 June) and involves the collection of used fluorescent lights to prevent them from going into landfill and releasing toxic mercury which is then converted to the dangerous gas, methyl mercury. The project was developed by Rotary and the Central Highlands Regional Waste Management Group with Council's full support.

## Weed management prioritised

The City of Ballarat began development of a Weed Management Plan during 2008-2009. To inform the strategy, a weed mapping exercise was undertaken from February to June 2009 to identify significant weed infestation areas. The Department of Primary Industries (DPI) provided \$75,000 in funding for the exercise. The DPI provided a further \$50,000 to fund a project to develop a new geographic information system (GIS) to map roadside native vegetation.

The dry conditions at Ballarat's three major lakes have produced an infestation of Fairy Grass causing major concern and inconvenience for residents. Using research undertaken by the University of Ballarat a number of measures were applied to manage the problem at the different lakes, including: aerial spraying, planting native species which can tolerate and compete with Fairy Grass; sheep grazing; slashing; and, the erection of mesh fences to catch the seed heads.

## Wildfire prone areas addressed

On 22 October 2008, Council adopted Planning Scheme Amendment C102 which introduced a Wildfire Management Overlay to areas that have previously been recognised as wildfire prone due to existing vegetation, land aspect and topography. Property owners in these areas will be required to consider fire risk when proposing residential constructions and extensions. The Country Fire Authority was the proponent of this amendment. The Minister for Planning approved the amendment on 22 January 2009.

## Public area recycling introduced

Public Place Recycling was introduced to the Lake Wendouree and Gardens Precinct with funding assistance from Sustainability Victoria. Twenty locations received new litter and recycling bin enclosures to ensure that visitors are able to recycle glass, metal, plastic and paper containers.

## Bushland dump sites targeted

Working with the Highlands Regional Waste Management Group, the 'Dob in a Dumpsite' campaign was introduced to identify bushland dump sites in support of the Clean Up Australia and Keep Ballarat Beautiful campaigns. Ten skips were filled during the 1 March 2009 Clean Up Australia campaign. The litter found in parkland areas was slightly down on previous years but dumping in bushlands was still very high.

## Six areas identified for heritage protection

In June 2009, an independent panel considered public submissions on whether six areas in Ballarat should have heritage protection – the areas are the basis of the Heritage Overlay C107.

These areas, which were identified in a 2006 Heritage Precincts Study, included: St Aidan's Drive; Colpin Avenue; Dowling Street; the Old Showgrounds; Creswick Road and Macarthur Street; Barkly Street; and, Humffray Street South. Council will consider the panel's report during 2009-2010.

## Heritage precinct appearance improved

Enhancing the appearance of an important heritage precinct, powerlines were placed underground in Sturt Street between Doveton and Dawson streets during October 2008, as well as under the Little Bridge Street carpark.

## Stormwater harvesting measures implemented

Stormwater harvesting plays an important role in Ballarat's plans for a sustainable water future. The following measures were implemented during 2008-2009: stormwater was diverted from Paul's Wetland to the Northern Oval and the Wendouree Pool; the Ballarat Botanical Gardens was irrigated with stormwater from the Swan Pool; stormwater was pumped from the North Wetlands to the Botanical Gardens; and, water from Victoria Park dams was used to irrigate public gardens and trees.



### Major water projects delivered

The municipality's water sustainability is a key priority for Council. Outlined in the Water Action Plan, projects delivered in 2008-2009 included: installation of waterless urinals in all Council buildings; reclaimed water (treated waste water) was diverted to four sports ovals, Lake Wendouree, and other open spaces; and, backwash water from Council's outdoor pool facilities was recycled.

Coordinated by the City of Ballarat, the Water Resources Committee continued to implement key priorities from the Central Region Sustainable Water Strategy. A review of the strategy in late 2008 found that over 90 per cent of planned activities were completed.

Over the past eight years Council has reduced its potable water consumption from its pre-water restriction annual consumption of 361 megalitres in 1999-2000 to 81 megalitres per annum in 2008-2009. This has been achieved through the use of recycled water and stormwater wherever possible for irrigation and construction plus an intensive program of water conservation measures in pools and buildings.

### On track to meet greenhouse reduction target

Through greenhouse gas emission reduction initiatives, Council has been able to achieve corporate greenhouse CO<sub>2</sub> emission savings of greater than 1,611 tonnes from July 2007 to date. Council is therefore on track to meet its 30 per cent reduction target by 2010.

### Businesses encouraged to go green

Funded by the City of Ballarat and AusIndustry, and developed by the University of Ballarat, SmartGreen is a self-paced online learning program designed to encourage small businesses to find innovative and environmentally sustainable ways to strengthen and grow their operations.

The second module of the SmartGreen program commenced in April 2009 and involved: entrepreneurship training; ways businesses can save money through the creation of smaller carbon footprint and improving resource use; and, pursuing new revenue streams or harnessing consumer demand.

### Community programs supported

During 2008-2009, Council supported major community programs and initiatives including; BREAZE's (Ballarat Renewable Energy and Zero Emissions Inc) Climate of Change forum; a community climate change toolkit to help groups facilitate sustainable behaviours within their own communities; and, the Ballarat Environment Network and Victoria Naturally Alliance Production of the Ballarat's Bush Champions biodiversity booklet highlighting Ballarat's fragile flora and fauna.

### Internal energy monitoring introduced

After considerable research Council purchased a software system that will track its energy, water, gas, fleet and waste (both community and City of Ballarat) usage. The software system will help Council produce quarterly reports identifying the top five energy using council buildings. From this data, an environmental sustainability scorecard for the year will be developed and released in 2009-2010.

### Trees planted across the municipality

In 2008-2009 Council supported and assisted tree planting associated with National Tree Day, and undertook tree planting activities with a number of schools and community groups as part of the Greening Ballarat program.

Planting occurred at the following sites: Canadian Creek with Mt Pleasant Primary School; Gnarr Creek with Ballarat North Primary School; McKenzie Reserve with St Alipius Primary School; Mt Innis Trail with Buninyong Primary School; school yard plantings with Our Lady Help of Christians Primary School; Canadian Creek with Mt Clear Secondary College; and, Yarrowee River with BREAZE.

## CHALLENGES

### The Heritage and Urban Design Strategy was deferred

The Heritage and Urban Design Strategy was deferred during 2008-2009, pending the outcome of the reviews into the Ballarat Planning Scheme, the Municipal Strategic Statement (MSS), and the CBD Strategy that is currently being developed. The strategy will be developed during 2009-2010.

# OUR ENVIRONMENT AND HERITAGE



## LOOKING AHEAD

### Work with partners to manage biodiversity

Council will work with its partners in the Central Highlands Region Responding to Climate Change Threats to Biodiversity Project to better understand and manage biodiversity at a time of climate change.

### Further develop the green waste strategy

Council will work with the Highlands Regional Waste Management Group to determine actions arising from audits and surveys to ensure landfill reduction targets are met in the first half of 2009-2010.

### Develop the Weed Management Plan

During 2009-2010, City of Ballarat divisions will continue to work together to develop the Weed Management Plan, with funding from the DPI.

### Sustainable planning and building training

City of Ballarat staff and industry will receive training in relation to the LiveSmart planning and building advice practice notes for sustainable development.

### Encouraging the protection of our heritage

Council will develop a strategy to encourage building owners to restore heritage buildings and reduce instances of "heritage by neglect".

### Plans for the six areas identified for heritage protection

An independent panel's report on whether six areas in Ballarat should have heritage protection will be reviewed by Council. If adopted, the amendment will then be sent to the Minister for Planning for approval to be included in the Ballarat Planning Scheme.

### Implement the Stormwater Management Plan

Commenced during 2008-2009, the review of the Stormwater Management Plan will be completed during 2009-2010.

### Establish an Eco Living Centre

A grant application to establish an Eco Living Centre was submitted to the State Government on 23 April 2009 – the outcome will be known in October 2009.

The Eco Living Centre will be a one-stop-shop established in a central, Council-owned location where community members can access sustainable living resources and information on topics such as climate change, reducing energy and water consumption, as well as reducing waste generation. It will also provide an important location to house the Central Victoria Solar Cities information kiosk and electronic energy monitoring station.

# OUR CONNECTIONS

## MEETING COMMUNITY NEEDS AND PROTECTING CULTURAL ASSETS

COUNCIL PLAN 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.

### Council Plan Priorities

**Provide opportunities for people with few resources:** Support community and recreational groups that offer the widest range of opportunities to people who have the fewest resources

**Address homelessness and housing insecurity:** Develop measures to address homelessness, housing insecurity, and the needs of the hidden communities of greatest need

**Maximise value of community resources:** Maximise value from existing community resources by reducing duplicated effort through better integration and coordination of existing activities

**Support community cultural pursuits:** Support and develop community cultural pursuits and projects that work with various individuals and groups from various backgrounds within the community

**Develop relationships with businesses:** Maintain existing, and continually develop new, value-adding relationships with businesses and organisations nationally and internationally

### ACHIEVEMENTS

#### Local indigenous culture recognised and celebrated

Signs which welcome visitors in the local indigenous Wathaurong language were installed at six entrance points to the city by the Unfinished Business Advisory Committee in consultation with Council and the Aboriginal Co-op.

Council's Community Wellbeing staff held an information exchange session with the Aboriginal Co-op in June 2009. Council also introduced the reading of a 'Welcome to Country' statement by the Mayor to begin each Council meeting and civic reception. A book looking at indigenous history in the Ballarat district was also scoped.

#### Support for young people continued

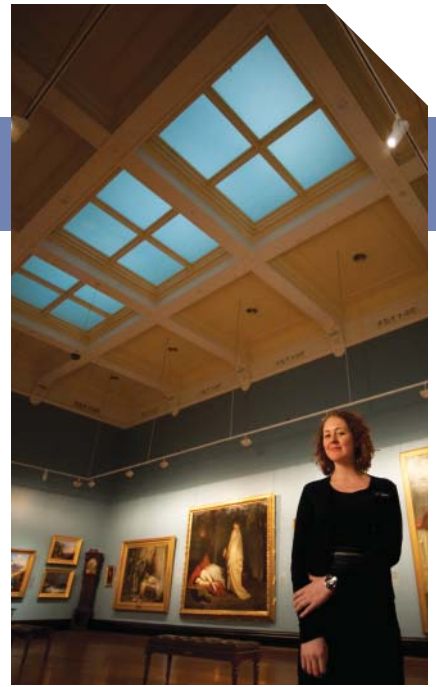
The needs of young people in the Ballarat community are addressed through a range of services provided through Youth Services, as well as through the advocacy and representation of the Youth Council. A new Youth Council of 11 young people between the ages of 12 and 25 was elected in 2008-2009.

Two prominent issues that the Youth Council tackled during 2008-2009 were bullying and the media's perception of young people. The Youth Council also assisted with the organisation of the Ballarat Youth Festival held in April 2009.

Members of Zaque, Council's same sex attracted youth group, marched in Melbourne's Annual Pride March in February 2009. The Pride March is part of the annual Midsumma Festival which is a celebration of Melbourne's gay and lesbian community.

Six members of Zaque also joined forces with the Ballarat Community Health Centre to demonstrate their circus skills at the Awakenings Festival in Horsham which is a celebration of arts for people of all abilities. Planning was also completed by Zaque members for a film project focusing on homophobia and breaking down stereotypes.

# OUR CONNECTIONS



## Children's learning and wellbeing addressed

Best Start is a prevention and early intervention project that aims to improve the health, development, learning and wellbeing of all Victorian children from pregnancy through transition to school.

Best Start projects which continued or commenced during 2008-2009 included: the launch of the Breastfeeding Charter; continued operation of the Early Years Literacy program which aims to encourage parents to read to their children; establishment of the Koori Early Years Working Group in March 2009 to facilitate access to early years services by the Koori community; and, establishment of the South West Early Years Forum to ensure families in Sebastopol, Delacombe and Redan have access to early childhood services.

## Safety in the community supported

Community safety is a key Council priority. Adopted on 25 February 2009, the Community Safety Action Plan aims to develop safe, secure and healthy environments for people who live in, work in or visit Ballarat by facilitating community partnerships which maximise actual and perceived safety in our local community.

Council received a \$150,000 grant from the National Community Crime Prevention Program to install 12 closed circuit television cameras in Ballarat's late night entertainment precinct. The cameras became operational in November 2008 and are a tool to increase the safety of community members and reduce anti-social behaviour in the area. The cameras are linked to a control room in the Ballarat Police Station and images are recorded 24 hours a day.

## CBD development commences

The revitalisation of the CBD will be a key priority for the next 20 years. CBD developments will be guided by the CBD Strategy - Making Ballarat Central, which was scoped during 2008-2009.

On 11 March 2009, Council awarded the contract for the development of the CBD Strategy to Planisphere Pty Ltd. Some of the first actions Planisphere undertook were to create a strategy team consisting of a number of business, community and government agencies to review previous studies, relevant documents and detailed technical analysis as well as consultation with a number of key stakeholders seeking their views on the future development of the CBD.

## Gallery review recommendations implemented

During 2008-2009, Council implemented findings from a review of the Ballarat Fine Art Gallery. One of the findings included the need to re-brand the gallery to Art Gallery of Ballarat. Other changes included the abolishment of general entry fees to increase greater access to the gallery. The 'Free Art for All' weekend of music and entertainment celebrated the move to free admission.

Entry fees still apply to select, major exhibitions. At least two paid entry special exhibitions will be staged each year, the revenue from which will more than compensate for the income previously generated by the general entry fees.

The two special exhibitions in 2008-2009 were the 'Naked and the Nude' and the 'John Lennon Imagine!' photographic exposition. Both were very successful.

## Sister city relationship with Inagawa strengthened

In August 2008, the City of Ballarat celebrated the 20th anniversary of its sister city relationship with Inagawa in Japan by hosting a 32 member delegation from Inagawa, including the Mayor, Mr Yasuo Sanada, councillors and community members. The festivities also involved a tree planting ceremony at the Botanical Gardens, a civic dinner, a photographic competition in each of the cities and visits to Ballarat's cultural and historical precincts.

The delegation visited Ballarat from 31 July to 3 August 2008. To confirm the continuation of the relationship the Sister City agreement was re-signed between the two cities.





### **Ballarat volunteer placed through the Ainaro Small Grants program**

During 2008-2009, Council's Ainaro Small Grants program assisted with the placement of a community worker through Australian Volunteers International to work with local people in Ainaro in Timor Leste.

Ballarat Friends of Ainaro Committee supported the placement of a community development worker through Australian Volunteers International. Kate Owen commenced in this role in August 2008.

The role is working with local people in Ainaro in Timor Leste on projects to develop the community. The funds raised by the Ballarat Community are distributed for the Small Grants Program. Some of the projects have included: Mothers' Support Group education program; Hametin Ita Rai agricultural project; Support for an Ainaro kindergarten; provision of a video camera for Fitun Ba Labarik youth drama group; purchase of storage equipment, a printer and materials for Ainaro Health Clinic; Vulnerable Persons Unit (Ainaro Police) protection program; installation of solar power panel in a remote health clinic; provision of scholarships to students; and, the Basketball/Volleyball Court Rehabilitation Project.

### **Plan review results used to reduce service duplication**

An internal review of progress across the Health and Wellbeing Plan's 17 priority areas and 61 actions revealed that 93 per cent of the actions had commenced and of these 82 per cent were on track. Only one action, the development of an Arts Incubator, will not be implemented in the foreseeable future.

The review results were used to support the development of programs which complement existing community resources and to not duplicate service efforts.

## **CHALLENGES**

### **Community consultation held to address community concerns**

In April 2009, \$1.48 million of State Government funding was awarded through the Creating Better Places program to create a roadway link from Leawarra Crescent to Mawarra Drive and Aminya Avenue. Such a link would promote social cohesion and integrate the Leawarra Crescent Estate into the broader Delacombe community.

The project received objections from a number of residents who would be affected by the project's need to demolish four or five Office of Housing rental properties. A community consultation session held on 29 June 2009 discussed concerns and determined the need for further consultation between various project partners and the Leawarra Crescent community.

In the meantime, Council will deliver improvements to the Doug Dean Reserve and the associated streetscape through the Delacombe Neighbourhood Renewal, as well as connection improvements that build community capacity and interaction.

### **Development of the Youth Services website deferred**

The development of a Youth Services website was deferred to the end of 2009. This was to allow for more time to consider issues around the development, such as links to the City of Ballarat website, who will be responsible for its ongoing maintenance and content and what its branding and logo will be.

### **Development of the Youth Strategy**

The five-year Youth Strategy was developed to provide a clear way forward for Council's youth programs and to demonstrate Council's commitment to young people and their wellbeing. Council resolved to further explore issues and to gain further input from some stakeholders.

### **Implementation of the Arts and Cultural Framework**

An Arts and Cultural Framework has been developed to analyse the strengths, potential relationships and benefits of Ballarat's cultural and heritage assets such as Her Majesty's Theatre, the Art Gallery of Ballarat, the Ballarat Library and the Eureka Centre. The coordination of the area's many assets is a complex procedure; therefore the implementation of the Arts and Cultural Framework was deferred to 2009-2010.

# OUR CONNECTIONS



## LOOKING AHEAD

### Implement the Youth Strategy

To be adopted early in the 2009-2010 financial year, the Youth Strategy was developed using community participation and feedback from a diverse range of groups, such as young people, youth agencies, community groups and internal council staff.

The strategy will provide Council with a framework to address the health and wellbeing needs of young people aged 12 to 25. It includes 15 key Council led deliverables and highlights 28 partnership initiatives to support a variety of service providers and community organisations. One partnership initiative will include taking a proactive supporting role in the implementation of the Central Highlands Drugs and Alcohol Plan.

### A focus on revitalising the CBD

The CBD Strategy - Making Ballarat Central document commenced development during 2008-2009. It will be placed on public exhibition in November 2009 and is expected to be adopted by Council in May 2010. The strategy will focus on heritage protection, economic development, creation of precincts, walkability and traffic management.

### Implement the Arts and Culture Framework

The Arts and Culture Framework will focus on three precincts in Ballarat: the Arts and Heritage precinct; the Gold and Eureka precinct; and, the Lakes and Gardens precinct.

Council will coordinate cultural and heritage asset's calendars, programs and events, and will identify and develop opportunities to widen the scope of asset activities and collaborations with the community as well as with local and regional institutions and businesses.

The framework's overall aim will be to: increase visitor numbers and income from tourism and hospitality; increase employment; access additional funding sources; and, raise Ballarat's profile regionally and nationally.

### Prepare for the future of Her Majesty's Theatre

During 2009-2010, the organisation will develop and release a study that will provide recommendations regarding the future direction and operation of Her Majesty's Theatre.

# MANAGING OUR BUSINESS

## IMPROVING INTERNAL PROCESS, MAINTAINING A STRONG FINANCIAL POSITION

**COUNCIL PLAN 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

### Council Plan Priorities

**Recognise the Blueprint Ballarat framework:** 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

**Manage risk:** Manage Council's financial, public and reputational risk through appropriate systems and reviews

**Ensure long term financial viability:** Ensure Council's long term financial viability

**Manage human resources effectively:** Ensure Council's human resources are effectively managed to promote productivity, and meet the Council's present and future skills and knowledge requirements

**Maintain assets:** Ensure Council's assets are identified, maintained and replaced where necessary

**Link planning and community events:** Maintain the vision of Blueprint Ballarat by linking the planning and implementation processes to celebratory, rewarding and enjoyable events and occasions that keep the community's imagination about the project alive

**Ensure knowledge of Blueprint Ballarat:** Ensure that organisational knowledge of and commitment to Blueprint Ballarat is held across key positions in Council

**Deliver services as planned:** Deliver services in the most effective and efficient manner to ensure delivery of Blueprint Ballarat and council plan outcomes

**Recognise performance risk factors:** Recognise significant risk factors likely to affect Council's performance in terms of service delivery and decision

### ACHIEVEMENTS

#### The long-term financial strategy reviewed

To assess and monitor Council's long-term financial viability, the Long Term Financial Strategy was reviewed and redeveloped to include major amendments regarding lower property rates and increased funding for capital works.

#### Financial position consistently monitored

The Audit Advisory Committee met four times and produced four quarterly reports for Council regarding the organisation's financial performance. The reports were submitted to Council and indicated that Council was maintaining a sound financial position.

All recommendations from the committee were incorporated into the organisation's financial and service operations.

#### Risk management training provided

Formal training sessions were conducted for management and staff to emphasise the positive benefits of effective risk management processes to the organisation. Enhancement of business continuity management processes were continued to assist in preserving the sustainability of Council's operations. Work to prioritise, implement and monitor treatment plans for identified risk issues was continued.

# MANAGING OUR BUSINESS



## **Asset maintenance now digitally tracked**

In October 2008, the organisation implemented the Integrated Asset Management System (IAMS). All data relating to Council's roads, kerbs, footpaths, buildings and facilities were entered into the new electronic system. All required asset maintenance will now be logged, and progress monitored through this system. The data for trees, bridges, drainage and bus shelters will be entered into the system during 2009-2010.

## **Technology trial to process planning applications continued**

Council remained a participant in the Department of Sustainability and Environment's SPEAR (Streamline Planning through Electronic Applications and Referrals) pilot project. This project tests new technology for the processing of planning applications.

## **The organisation's performance assessed**

Council used questionnaires throughout the year to assess the organisation's performance against issues identified in the Organisation Cultural Inventory conducted in 2007. In most cases the data indicated improvements had been made in the 12 months since the Inventory.

## **Opportunities and improvements introduced for staff**

During 2008-2009, the Human Resources Unit developed and launched an enhanced individual performance review process. There were also increased opportunities for internal secondment and placements.

A series of interactive management development programs was completed, utilising both external and accredited internal facilitators. The effectiveness of the leadership development program was evaluated and the key competencies to emerge from that evaluation were incorporated into performance review and individual development processes.

## **Attraction and retention initiatives introduced**

A range of resourcing solutions were successfully utilised to attract and retain staff in identified skill shortage areas such as statutory planning resulting in a full complement of staff for that business unit. Council was involved in externally targeted employer of choice initiatives.

Attraction and retention initiatives used in relation to existing staff focused on internal placements. Flexible work and family friendly policy development resulted in a diversity of work arrangements that include part time work, a flexible span of working hours and work-from-home options.

Council also completed the negotiation and certification of the Enterprise Bargain Agreement (EBA), and developed and communicated the implementation plan for required actions. The planning process for the next EBA negotiation cycle will commence during 2009-2010.

## **Injury management information updated**

As a result of changes to Worksafe regulations, the City of Ballarat updated the Injury Management Information Pack three times in the last year.

## **Integrated fire plan review continued**

The Integrated Fire Management Plan is collaboration between federal, state and local government organisation to discuss and plan for fire in the community. These organisations are responsible for fire prevention, preparedness, response, recovery and cultural and environmental uses of fire. The review of the plan continued to develop at state and regional levels, although development at municipal level was not finalised.



## CHALLENGES

### **Development of the ICT Strategy**

Due to limited resources and departmental restructuring, the development of the new internal ICT Strategy was deferred until 2009-2010. The ICT Strategy will review, outline and make recommendations regarding the organisation's computer and network infrastructure needs into the future.

### **Introduction of the Flood and Land Subject to Inundation Overlay delayed**

Council was not able to finalise the amendment introducing the Flood and Land Subject to Inundation Overlay to the respective catchments as further information was required from the Glenelg Hopkins Catchment Management Authority. The Flood and Land Subject to Inundation Overlay will delineate those areas that are subject to flooding and be used to inform all future development in those areas.

## LOOKING AHEAD

### **Further implement quality assurance processes**

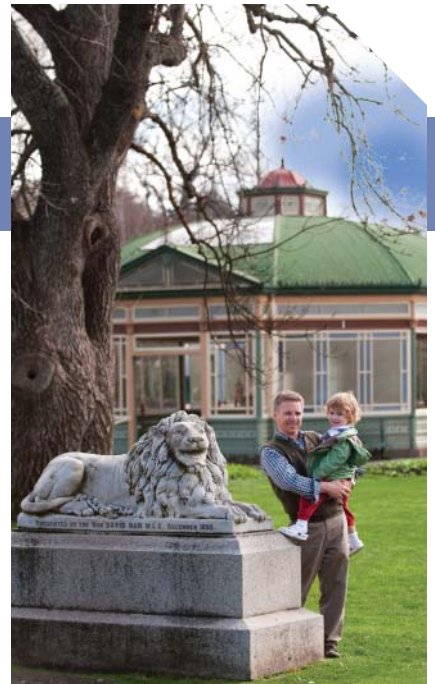
During 2008-2009, the organisation's Open Space Maintenance division implemented a quality assurance process for all components of service delivery and operations.

Development of sectional operational plans also began in 2008-2009. Once completed, a quality assurance gap audit will be undertaken to define outcomes as well as achieve quality assurance and certification. It is expected that this work will be completed by June 2010.

### **Improve building application processes**

Following extensive asset management trials, the organisation's Building Services Unit will implement advanced iPAC technology to improve the processing of building applications. The system will allow Council to input on-site inspection data and reports into approval documentation for building approvals.

# KEY PERFORMANCE INDICATORS



## MEETING OBJECTIVES OUTLINED IN THE COUNCIL PLAN 2008-2013

The City of Ballarat is required to provide indicators in the Council Plan 2008-2013 to help monitor the achievement of the strategic objectives. The reporting of these indicators enables the Minister for Local Government to determine if the City of Ballarat has met the set objectives.

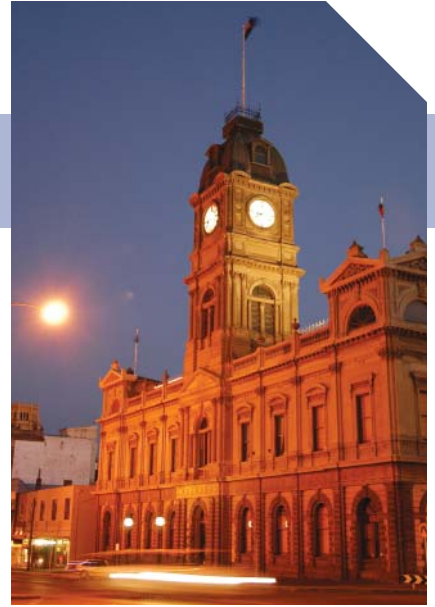
CATEGORY	INDICATOR	MEASURE	TARGET	RESULTS
<b>Our Finances</b> Long Term Financial Strategy	Operating budget	■ Operating result	Minimum surplus of \$5 million	\$27.7 million surplus
	Capital budget	■ Net capital expenditure	■ Minimum \$27 million	■ \$30.6 million
		■ % of capital works delivered	■ 95%	* See note below
	Working capital	■ Assets to liabilities ratio	Minimum 125%	254%
	Debt management	■ Debt to revenue ratio	■ Less than 150%	■ 11%
■ Debt servicing costs to rate revenue ratio		■ Less than 10%	■ 1%	
Cash management	Cash levels	Sufficient to not require overdraft facilities	No overdraft facilities required	
<b>Good Governance</b> Managing our Business	Statutory reporting (Local Government Act)	■ Revision /production of Council Plan 2009-2013	■ Completed by 30 June each year	■ The Council Plan 2009-2013 was approved and adopted by Council on 24 June 2009
		■ Preparation of 2009-2010 Budget	■ Adopted by Council by 31 August each year	■ The 2009-2010 Budget was adopted by Council on 24 June 2009.
		■ Production of Annual Report 2008-2009	■ Lodged with Minister for Local Government by 30 September each year	■ The Annual Report 2007-2008 was lodged with Minister for Local Government on 30 September 2008.
		■ Production of performance statement	■ Lodged with Minister for Local Government by 30 September each year	■ The 2007-2008 Performance Statement was lodged with Minister for Local Government on 30 September 2008.
	Internal audit	Issues raised by Internal Audit Committee	All issues responded to and reports sent to the committee	All issues and reports have been completed and signed off by the committee.
	Auditor general report	Number of exceptions reported against number of items audited	No exceptions reported.	The City of Ballarat received unqualified reports from the Auditor General for its financial and performance statements
	OLG survey	■ Community satisfaction rating for advocacy and representation on key local issues ■ Community satisfaction rating for overall performance of Council	62	63
60			59	
<b>Our Staff</b> Managing our Business	Staff turnover	Percentage of total staff	No more than 8%	15%
	Staff absenteeism	Percentage of total hours worked	No more than 3.5%	4.75%
	Vacancies	Percentage filled within eight weeks of approval to advertise	90%	70%
	Workplace culture	Percentage increase in staff perception of workplace culture as constructive style compared to previous year	5%	Survey deferred to October 2009.
	Workplace injury claims	■ % reduction in claims relative to previous year ■ % reduction in time lost relative to previous year	■ 10%	No reduction achieved. There was a 15% increase. Information unavailable
■ 5%				

\* There were originally 114 Capital Woks Projects budgeted for 2008-2009. However a number of other projects came online and a total of 131 projects were delivered.



CATEGORY	INDICATOR	MEASURE	TARGET	RESULTS
<b>Our Customers and Community</b> Major Strategic Documents	Municipal Strategic Statement (Planning Scheme)	Review of MSS and Planning Scheme	Recommendations to Council by 31 October 2008	Council adopted the recommendations on 25 March 2009
	Health and Wellbeing Plan	Progress report to the Leadership Team and linkage to business unit planning	December each year	Council received a report on the first year of implementation on 25 February 2009.
		Annual review outlining progress of plan's implementation to Council	July each year	
	Economic Development Strategy	Development of 2009 – 2014 Economic Development Strategy	Completed by June 2009	Draft strategy to be completed by December 2009
City Marketing Strategy	Implementation of four sub-strategies that comprise the City Marketing Strategy	Completion of all first year actions	The four sub-strategies were completed in 2008-2009	
<b>Customer Satisfaction</b>	OLG surveys	■ Community satisfaction rating for community engagement	56	56
		■ Community satisfaction rating for customer contact	72	71
		■ Community satisfaction rating for local roads and footpaths	56	55
		■ Community satisfaction rating for health and human services	75	72
		■ Community satisfaction rating for recreational facilities	70	66
		■ Community satisfaction rating for appearance of public areas	65	63
		■ Community satisfaction rating for traffic management and parking	55	52
■ Community satisfaction rating for enforcement of by-laws		64	63	
■ Community satisfaction rating for economic development		63	55	
■ Community satisfaction rating for town planning policy and approvals		53	53	
Focus groups	Conduct focus groups and act on findings	Actions implemented on all findings	Actions were implemented on all findings	
Customer service	Percentage of contacts resolved at first point of call	85%	92.8%	
Council website	Number of visits to website per annum	340,000	386,653	
<b>Our Environment</b> Environment Sustainability Strategy (ESS)	Implementation of ESS	Percentage of actions implemented or in progress by June 2009	80%	80%
	Waste production	Percentage of domestic waste diverted from landfill	35%	37%
	Council's water consumption	Percentage reduction in consumption using 1999-2000 as baseline	40%	80%
	Council's energy consumption	Percentage reduction in energy consumption using 1999-2000 as baseline	20%	>20%
OLG survey - waste management	Community satisfaction rating for waste management	75	70	

# VICTORIAN LOCAL GOVERNMENT INDICATORS



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

	2008-2009
<b>Affordability/cost of governance</b>	
- Average rates and charges per assessment	\$1,348
- Average residential rates and charges per assessment	\$1,016
<b>Sustainability</b>	
- Average liabilities per assessment	
- Operating result per assessment	\$785
- Operating result (less asset revaluation increment and developer contributions) per assessment	\$639
	\$455
<b>Services</b>	
Average operating expenditure per assessment	\$2,274
<b>Infrastructure</b>	
- Average capital expenditure per assessment	\$664
- Renewal	1:1.08
- Renewal and maintenance	1:1.06
<b>Overall performance</b>	
- Community satisfaction rating for overall performance	59
<b>Advocacy</b>	
- Community satisfaction rating for advocacy and representation on key local issues	63
<b>Engagement</b>	
- Community satisfaction rating for engagement in decision making on key local issues	56



# AUDIT ADVISORY COMMITTEE

The Local Government Act requires all local governments to establish an audit committee to provide an individual assessment of financial systems on behalf of the Council. The committee assists Council fulfil corporate governance, stewardship, leadership and control responsibilities.

The City of Ballarat's Audit Advisory Committee members during 2008-2009 included: former Mayor Cr Stephen Jones (ceased November 2008); current

Mayor Cr Judy Verlin (from January 2009); Cr Noel Perry (from January 2009); Mr Graeme O'Rourke (ceased as Chairman September 2008); Mr Bruce Judkins (elected Chairman September 2008); and, Mr Shane Bicknell.

The committee met four times during 2008-2009: Wednesday 3 September 2008; Wednesday 4 February 2009; Wednesday 1 April 2009; and, Wednesday 10 June 2009.

Reports considered by the Audit Advisory Committee 2008-2009		Date	Status
AC214	Adoption of Accounts for 2007/08	3 September 2008	Completed
AC215	Victoria Auditor General's Office – Closing Report for Year Ended 30/6/08	3 September 2008	Completed
AC216	Victoria Auditor General's Office – Final Management Report	3 September 2008	Completed
AC217	Insurance Audit Reports for 2007/08 and Resulting Recommendations for Improved Risk Management Procedures	3 September 2008	Completed
AC218	Landfill and Transfer Station – Further Report	3 September 2008	Completed
AC219	Public Tender and Contract Management – Further Report	3 September 2008	Completed
AC220	Internal Audit Report – Occupational Health and Safety	3 September 2008	Completed
AC221	Election of Chairman	3 September 2008	Completed
AC222	Issues Arising from Victoria Auditor General's Management Letter 30 June 2008	4 February 2009	Completed
AC223	Risk – Action Plan	4 February 2009	Completed
AC224	Occupational Health and Safety – Further Report	4 February 2009	Completed
AC225	Internal Audit Report – Governance	4 February 2009	Completed
AC226	PricewaterhouseCoopers Report – 'The Writer'	4 February 2009	Completed
AC227	S186 Council Entering into Contracts	4 February 2009	Completed
AC228	Audit Plan	4 February 2009	Completed
AC229	Schedule of Meeting Dates	4 February 2009	Completed
AC230	Matrix of Outstanding Items	4 February 2009	Completed
AC231	Victoria Auditor General's Office – 30 June 2009 Financial Audit Strategy	1 April 2009	Completed
AC232	Land Under Roads – Accounting Treatment	1 April 2009	Completed
AC233	Financial Report for Month ending December 2008	1 April 2009	Completed
AC234	Financial Report for Month ending February 2009	1 April 2009	Completed
AC235	Issues Arising from Victoria Auditor General's Management Letter 30 June 2008	1 April 2009	Completed
AC236	Occupational Health and Safety – Update	1 April 2009	Completed
AC237	Council Community Fund	1 April 2009	Completed
AC238	Victoria Auditor General's Office – Enforcement of Planning Permits	1 April 2009	Completed
AC239	Internal Audit Reports - Purchasing and Tender Management - Human Resources and Payroll - Operations Review	1 April 2009	Completed
AC240	Matrix of Outstanding Items	1 April 2009	Completed
AC241	Internal Audit Report - Purchasing and Tender Management	10 June 2009	Completed
AC242	Purchasing / Procurement Policy	10 June 2009	Completed
AC243	Internal Audit Report – Human Resources and Payroll	10 June 2009	Completed
AC244	Internal Audit Report Operations Review – Her Majesty's Theatre, Art Gallery of Ballarat and Eureka Centre	10 June 2009	Completed
AC245	Victoria Auditor General's Office Enforcement of Planning Permits	10 June 2009	Completed
AC246	Victoria Auditor General's Office Infringement Notices	10 June 2009	Completed
AC247	Fraud Policy	10 June 2009	Completed
AC248	Corporate Purchasing Card Policy	10 June 2009	Completed
AC249	Investment Policy	10 June 2009	Completed
AC250	Central Highlands Regional Library Corporation	10 June 2009	Completed
AC251	Financial Report – March Quarter	10 June 2009	Completed
AC252	2009/2010 Draft Budget	10 June 2009	Completed
AC253	Matrix of Outstanding Items	10 June 2009	Completed

# COUNCIL REPRESENTATION – BEFORE NOVEMBER 2008

## BALLARAT COUNCILLORS PROVIDE LEADERSHIP

City of Ballarat Councillors have a broad range of roles and responsibilities. Each Councillor oversees and contributes to one or more City of Ballarat portfolios and regularly participates on a number of advisory committees, external groups 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 Phillips
City Marketing and Business Development	Cr Innes
Sustainability	Cr Hudson

### Lead Councillors

Project	Councillor(s)
Water	Crs Jones and Phillips
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(s)
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 of the Local Government Act.

Committee	Councillor(s)
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 & 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)

## COUNCIL

REPRESENTATION –  
BEFORE NOVEMBER 2008**Committees established under other Acts**

Committee	Councillor(s)
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(s)
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(s)
Ballarat Aquatic Centre Advisory Committee	Cr Hudson (Chair)
Ballarat Livestock Selling Centre Advisory Committee	Crs Vendy and Jolly
Ballarat/China Community Committee	Crs Jones and Phillips
Blueprint Ballarat Community Committee	Mayor of the Day
Destination Ballarat Advisory Board	Cr Innes
Disability Advisory Committee	Crs Jones and Ruyg
Eureka Commemorative Advisory Committee <i>(Yet to be endorsed by Council)</i>	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 Phillips
Road Safety Advisory Committee	Crs Jones (Chair) and Hudson
Children's Services Advisory Committee	Cr Hudson

**Internal Working Groups**

Working Group	Councillor(s)
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

# COUNCIL REPRESENTATION

## – AFTER NOVEMBER 2008

### A new council, new councillor representation

Nine Councillors (six new and three from the previous council) were elected on 29 November 2008 to represent ratepayers in the newly created electorate wards of North, South and Central. This signalled a new era for the Ballarat City Council – a time of greater leadership, good governance and strengthened community relationships.

Following the establishment of the three-ward electorate, three Councillors now oversee the organisation's portfolios in three categories: Growth & Development; People & Communities; and, Destination & Connections. And to better align Council's vision with overall operations, all Directors are required from time-to-time to participate in portfolio discussions/projects with their respective portfolio Councillors depending upon the nature of the issue or activity.

### Portfolio teams

Portfolio	Councillor representative	Lead Directors
Growth & Development	Crs Noel Perry, Craig Fletcher, Ben Taylor	Director City Infrastructure & Director Planning & Development
People & Communities	Crs Des Hudson, John Phillips, Mark Harris	Director Community Wellbeing, Director Sustainability
Destination & Connections	Crs Samantha McIntosh, Cheryl Bromfield, Judy Verlin	Director City Marketing & Business Development

### External bodies

Organisation	Portfolio team	Councillor Representative	Backup Councillor Representative	Council Officer Representative
Central Highlands Mayors' and CEOs' Forum		Mayor of the Day	Cr Fletcher	Chief Executive Officer
Committee for Ballarat		Mayor of the Day	Cr Phillips or Cr McIntosh	Chief Executive Officer
Municipal Association of Victoria		Cr Perry	Cr Bromfield	Nil
Victorian Local Governance Association (VLGA)		Cr Bromfield	Cr Perry	Nil
Regional Cities Group		Mayor of the Day	Cr Bromfield	Chief Executive Officer
Ballarat Regional Multicultural Council	Destination & Connections	Mayor of the Day	Cr Phillips or Cr Taylor	Multicultural Development Officer
Central Highlands Regional Library Corporation	People & Communities	Cr Harris	Cr Hudson	Manager Family, Youth & Children's Services
Commerce Ballarat	Destination & Connections	Cr McIntosh	Cr Bromfield	Senior Manager Tourism and Economic Development
Central Highlands Regional Waste Management Group	Growth & Development	Crs Perry and Taylor		Manager Operations
Local Learning Education Network	People & Communities	Mayor of the Day	Cr Hudson	Nil
Ballarat ICT	Destination & Connections	Mayor of the Day	Cr Bromfield	Chief Executive Officer
League of Historical Cities	Destination & Connections	Mayor of the Day	Cr McIntosh	Nil
South Western Regional MAV Group		Mayor of the Day	Cr Perry	Chief Executive Officer

# COUNCIL REPRESENTATION

## – AFTER NOVEMBER 2008

### Special committees of Council created pursuant to s86 of the Local Government Act

Organisation	Portfolio Team	Councillor Representative	Backup Councillor Representative	Frequency of meetings	Lead Council officer
Ascot Hall Special Committee (incl. maintenance of the Glendaruel (Coghills Creek) Cemetery)	North Ward Representative	Cr Perry		Quarterly	Facilities Manager and Coordinator Community Planning & Development
Art Gallery of Ballarat	Destination & Connections	Cr Bromfield	Cr McIntosh	Monthly	Director Art Gallery of Ballarat
Ballarat Friends of Ainaro Community Committee	People & Communities	Cr Hudson	Cr Harris	Monthly	Manager Community Strengthening & Services, Coordinator Arts & Cultural Development, Cultural Partnerships Officer
Ballarat Japan Community Committee	People & Communities	Cr Phillips	Cr McIntosh	Monthly	Manager Community Strengthening & Services, Coordinator Arts & Cultural Development, International Relations Officer
Ballarat Municipal Observatory Special Committee	Destination & Connections	Cr Harris		Bi-monthly	Manager Open Space Maintenance
Burrumbeet Soldiers Memorial Hall Special Committee	North Ward Representative	Cr Phillips		Quarterly	Coordinator Community Planning & Development
CEO Performance Review Special Committee		Mayor of the Day, Cr Fletcher, Cr Perry, Cr Bromfield		As required	NII
Her Majesty's Theatre	Destination & Connections	Cr McIntosh	Cr Bromfield	6 weekly	Director, Her Majesty's Theatre
Invermay Recreation Reserve Special Committee	North Ward Representative	Cr Perry		Bi-monthly	Manager Recreation and Open Space Planning
Lake Wendouree & Gardens Special Committee	Growth & Development	Mayor of the Day	Cr Fletcher	Monthly	Director Sustainability
Miners Rest Hall Special Committee	North Ward Representative	Cr McIntosh		Quarterly	Coordinator Community Planning & Development
Mt. Buninyong Scenic Reserve Management Advisory Committee	Growth & Development	Cr Taylor	Cr Hudson	Bi-annual	Coordinator Parks & Waterways
Sebastopol RSL Hall	South Ward Representative	A South Ward Councillor		Quarterly	Coordinator Community Planning & Development
Scotsburn Public Hall Special Committee	South Ward	A South Ward Councillor		Quarterly	Coordinator Community Planning & Development
Warrenheip Hall Special Committee	South Ward	A South Ward Councillor		Quarterly	Coordinator Community Planning & Development

### Committees established under other Acts

Committee	Portfolio Team	Councillor Member	Backup Councillor Member	Frequency of Meetings	Council Officer
Ballarat West Town Common	Growth & Development	All Councillors (as trustees)	–	Not required	Facilities Manager
Fire Prevention Committee	People & Communities	Cr Philips	Cr Perry	Min 4 times per year plus special meetings as required	Executive Officer, Municipal Fire Prevention Officer
Municipal Emergency Management Planning Group	People & Communities	Cr Harris	Cr Philips	As required	MRM, deputy MRM, MERO, deputy MEROs, MEP
Learmonth Cemetery	Growth & Development	All Councillors (as trustees)	–	Not required	Facilities Manager
Coghills Creek/Glendaurel Cemetery	Growth & Development	All Councillors (as trustees)	–	Not required	Facilities Manager

### Working parties established by agreement

Group	Portfolio Team	Councillor Member	Frequency of meetings	Council Officer
Ballarat Community Safety Committee	People & Communities	Crs Hudson and Bromfield	Monthly	Coordinator Community Planning & Development, Director Community Wellbeing, Chief Executive Officer
Responsible Gambling Committee	People & Communities	Crs Hudson and Bromfield	Bi Monthly	Coordinator Community Planning & Development

### Audit Advisory Committee

Committee	Councillor Representative	Frequency of Meetings	Council Officer Reps	Committee Members
Audit Advisory Committee	Mayor of the Day and Cr Perry	Quarterly	Executive Manager Finance	Graeme O'Rourke (Chair), Shane, Bicknell, Bruce Judkins.

# COUNCIL REPRESENTATION

## – AFTER NOVEMBER 2008

### Advisory committees created by Council

Organisation	Portfolio Team	Councillor Representative	Backup Councillor Representative	Frequency of meetings	Council Officer Representatives
Ballarat Aquatic Centre Committee	People & Communities	Cr Hudson	Cr Fletcher	Quarterly	Recreation Development Officer
Arch of Victory/Avenue of Honour Advisory Committee	Growth & Development	Mayor of the Day	Crs Perry and Harris	Quarterly	Senior Arborist and Executive Assistant (Director City Marketing & Business Development)
Ballarat Livestock Selling Centre Advisory Committee	Growth & Development	Cr Fletcher	Cr Perry	Quarterly	Manager Ballarat Livestock Selling Centre
Ballarat/China Community Committee	People & Communities	Cr Philips	Cr Taylor	Monthly	Manager Community Strengthening & Services, Coordinator Arts & Cultural Development, Cultural Partnerships Officer
Blueprint Ballarat Community Committee		Mayor of the Day	Cr Bromfield	Monthly	Director Sustainability
Brown Hill Hall Advisory Committee	Central Ward	A Central Ward Councillor		Quarterly	Coordinator Community Planning & Development
Buninyong Town Hall Advisory Committee	South Ward Representative	Cr Taylor		2nd Tuesday of every even month at 5.30pm	Coordinator Community Planning & Development
Cardigan Village Community Centre Advisory Committee	People & Communities	Cr Philips	Cr Perry	Quarterly	Coordinator Community Planning & Development
Child & Family Friendly Community Advisory Committee	People & Communities	Cr McIntosh	Cr Fletcher	Six per year	Manager Family, Youth & Children's Services
Children's Services Advisory Committee	People & Communities	Cr Harris	Cr Fletcher	Monthly	Manager Child Care Centres
Destination Ballarat Advisory Board	Destination & Connections	Crs McIntosh, Taylor and Fletcher		Bi-monthly	Director City Marketing & Business Development
Disability Advisory Committee	People & Communities	Cr McIntosh	Cr Harris	Quarterly Bi-monthly	Rural Access coordinator
Eureka Commemorative Advisory Committee <i>(Yet to be endorsed by Council)</i>	Destination & Connections	Mayor of the Day	Cr Perry	Monthly	Director City Marketing & Business Development
Heritage Advisory Committee	Growth & Development	Cr McIntosh	Cr Taylor	The full committee meets every even month	Director City Marketing & Business Development, Director Planning & Development
Lake Burrumbeet Advisory Committee	Growth & Development	Cr Philips		Bi-monthly	Manager Recreation and Open Space Planning
Lake Learmonth Advisory Committee	Growth & Development	Cr McIntosh		Bi-monthly - 1st Tuesday of every even month	Manager Recreation and Open Space Planning
Road Safety Advisory Committee	Growth & Development	Cr Hudson	Cr Harris	Bi-monthly	Director City Infrastructure, Director Community Wellbeing, Team Leader Traffic Management, Community Safety & Development Officer
Unfinished Business Advisory Committee	People & Communities	Mayor of the Day	Cr Harris	Monthly	Director Community Wellbeing
Water Resources Committee	Growth & Development	Mayor of the Day	Cr Philips	Monthly	Manager Environmental Programs



# GOVERNANCE INFORMATION

## GOOD GOVERNANCE AND COMMUNITY MANAGEMENT

In addition to contributing to one or more City of Ballarat portfolios and regularly participating on a number advisory committees, external groups and working parties, Ballarat's Councillors attend Council Meetings, conduct citizenship ceremonies and implement local laws.

### Councillor attendance

During 2008-2009, there were 22 Ordinary Council Meetings and two Special Council Meetings

	Ordinary Meetings of Council	Special Council Meetings	Apology/LOA	Total Meetings attended
Cr Anderson*	8	0	2	8
Cr Innes*	10	0	0	10
Cr Jolly*	10	0	0	10
Cr Jones*	10	0	0	10
Cr Ruyg*	9	0	1	9
Cr Vendy*	10	0	0	10
Cr Hudson^	20	2	2	22
Cr Fletcher^	21	2	0	23
Cr Phillips^	22	2	0	24
Cr Bromfield#	12	2	0	14
Cr Harris#	12	2	0	14
Cr McIntosh#	12	2	0	14
Cr Perry#	12	2	0	14
Cr Taylor#	12	2	0	14
Cr Verlin#	11	1	2	12

\* Retired at general election held on 29 November 2008 # Elected at general election held on 29 November 2008

^ Re-elected at general election held on 29 November 2008

### Citizenship ceremonies

During 2008-2009, Council conducted 9 citizenship ceremonies at various venues throughout the City of Ballarat including the Trench Room and the Ballarat Fine Art Gallery. In total, 107 candidates from 34 different countries from around the world were naturalised and became Australian citizens.

### Risk management

The City of Ballarat is committed to the full integration of risk management practices and protocols into all key Council strategic and operational activities.

The ongoing development of the risk management framework is consistent with Australian Standard AS/NZS 4360:2004 Risk Management.

The core objectives of the risk management framework are the reduction of risk exposure in the public domain and the protection of assets. Through a commitment to processes and continuous improvement of risk management strategies and practices, the organisation has successfully reduced the incidence of public liability claims and loss and damage to infrastructure.

# GOVERNANCE

## INFORMATION

### Local Laws

The City of Ballarat 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.

	Purpose
<b>Community Local Law No. 15</b> Effective: 1 January 2008 to 31 December 2017	<ul style="list-style-type: none"> <li>■ To provide for the peace, order and good government of the municipal district of the City of Ballarat;</li> <li>■ To 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;</li> <li>■ To control and regulate emissions to the air in order to improve the amenity, environment and quality of life in the municipality;</li> <li>■ To ensure that the public can properly use and enjoy public reserves by regulating activities and behaviour in public reserves;</li> <li>■ To prohibit, regulate and control the consumption of alcohol in designated areas within the municipality;</li> <li>■ To 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</li> <li>■ To manage, regulate and control the keeping of animals and birds.</li> </ul>
<b>Saleyards Local Law No. 12</b> Effective: 1 April 2005 to 31 March 2015	<ul style="list-style-type: none"> <li>■ To detail the administration and management of the Ballarat Livestock Selling Centre;</li> <li>■ To 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,</li> <li>■ To prescribe the days, and</li> </ul>
<b>Meeting Procedures Local Law No. 14</b> Effective: 6 May 2006 to 24 September 2009	<ul style="list-style-type: none"> <li>■ To provide for the election of the Mayor;</li> <li>■ To regulate the use of the common seal;</li> <li>■ To prohibit unauthorised use of the common seal or any device resembling the common seal; and</li> <li>■ To provide for the procedures governing the conduct of Council meetings and Special Committee Meetings.</li> </ul>

Note: for more information about these Local Laws, please contact Customer Service on 03 5320 5500, or visit [www.ballarat.vic.gov.au](http://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.

In 2008-2009, the City of Ballarat's Privacy Officer received four external privacy queries.

#### Freedom of information requests

During 2008-2009, the City of Ballarat received 25 freedom of information requests – 13 of which were personal requests and 12 were non-personal requests. Of the 25 freedom of information requests 18 were provided full access to the information, one was provided part access, three were denied in full, there were no documents for one request, one was released outside of the Act and one was not finalised.

Four internal reviews were conducted. In three instances the original decision was confirmed and the one remaining decision was varied. No appeals to VCAT were received. A total of \$567.50 was collected in application fees.

#### The following exemptions and sections were used for decisions regarding access:

Section 25A(1)	0
Section 30(1)	0
Section 31 (1) (d)	1
Section 32(1)	0
Section 33(1)	1
Section 34(1)(b)	2
Section 35 (1)(b)	1
Section 36(1)(a)	0
Section 36(1)(b)	0
Section 38A(1)(a)	0

## Protected disclosures

The City of Ballarat adheres to Ombudsman guidelines (Section 104(a) of Whistleblowers Protection Act) when handling protected disclosures. No protected disclosures were requested of the City of Ballarat during 2008-2009.

## Access to Council information

The City of Ballarat is required under part 5 of the Local Government (General) Regulations 2004 to make a number of documents available for public viewing at the Phoenix Building, Armstrong Street South. Documents available for public viewing include the following information:

- 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; and,
- 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.

# GOVERNANCE INFORMATION



## Civic Receptions

Civic reception and events are an important part of Ballarat community life. The Ballarat City Council hosts a variety of civic receptions and events each year to welcome dignitaries, mark significant events and honour outstanding contributions. During 2008-2009, Council hosted 12 receptions and events.

Date	Civic reception / event
7 July 2008	NAIDOC Week
24 July 2008	World Youth Day delegation
12 August 2008	WorldSkills participants
25 August 2008	Navy Commemoration of Visit of the Great White Fleet to Melbourne
3 September 2008	USS John S McCain – Great White Fleet Celebrations
12 September 2008	Italian Consul General of Victoria & Tasmania
19 September 2008	Recipients of the Order of Australia
30 October 2008	Ballarat Hospice Care Inc – celebrating 21 years
10 February 2009	2009 opening of Education Year
13 March 2009	Rotary
18 March 2009	Centenary of Scouting in Ballarat and district
9 May 2009	Governor of Victoria's visit and recognition of emergency service personnel and volunteers

# GRANTS AND DONATIONS

## FUNDING AND SUPPORT FOR COMMUNITY GROUPS AND ORGANISATIONS

In addition to the day-to-day provision of City of Ballarat's services for the community, the organisation recognises the importance of providing donations and funding for not-for-profit organisations, clubs and groups to help them grow and become more sustainable, and to provide services, programs and improved facilities.

Person or organisation	Amount
1st Sebastopol Girl Guide Unit	\$1,809.00
Alexandra Croquet Club	\$1,000.00
Alfredton Playgroup	\$2,910.00
Anglicare Victoria	\$4,978.00
Arts in the Park 2009	\$1,000.00
Australian Breastfeeding Assoc - Ballarat Group	\$3,500.00
Australian Volunteers International Placement	\$3,000.00
Badgar Emergency Wildlife Rescue	\$3,300.00
Ballaarat Astronomical Society	\$3,000.00
Ballarat and District Aboriginal Co-operative	\$4,500.00
Ballarat and District Wheelchair Sports & Recreation Club	\$4,600.00
Ballarat Basketball Association	\$8,500.00
Ballarat Billiards and Snooker Association	\$3,000.00
Ballarat Branch of Maternity Coalition	\$2,335.00
Ballarat Bridge Club Inc	\$3,400.00
Ballarat Centre Against Sexual Assault	\$4,680.00
Ballarat Chinese Australian Cultural Society	\$5,000.00
Ballarat City Church	\$3,454.00
Ballarat Community Garden	\$600.00
Ballarat Deaf Social Club	\$2,000.00
Ballarat East Community Men's Shed	\$2,000.00
Ballarat Family Church of Christ Mothers of Preschoolers Group	\$2,943.00
Ballarat Farm Expo	\$5,500.00
Ballarat Fidelity Club Kindergarten	\$3,800.00
Ballarat Football Club	\$1,000.00
Ballarat Football Club	\$2,000.00

Person or organisation	Amount
Ballarat Football Club	\$2,000.00
Ballarat Football League	\$200.00
Ballarat Football Netball Club	\$5,000.00
Ballarat Friends of Ainaro Community Committee	\$1,000.00
Ballarat Harriers Inc.	\$1,000.00
Ballarat Home Education Group	\$2,500.00
Ballarat Japan Community Committee	\$100.00
Ballarat Memorial Sports Bowling Club	\$4,694.00
Ballarat National Theatre	\$4,500.00
Ballarat North Community Playgroup	\$2,498.00
Ballarat Pigeon Association	\$1,599.00
Ballarat Police Youth Fund	\$300.00
Ballarat Red Devils Soccer Club	\$5,000.00
Ballarat Regional Multicultural Council	\$2,036.00
Ballarat Regional Occupational Safety Health (BROSH) Group	\$600.00
Ballarat Renewable Energy and Zero Emissions (BREAZE)	\$7,000.00
Ballarat Sebastopol Cycling Club	\$4,000.00
Ballarat Secondary College	\$1,000.00
Ballarat South Uniting Church	\$1,724.00
Ballarat South Urban Landcare Group	\$1,000.00
Ballarat Sports Museum & Hall of Fame	\$75.00
Ballarat Sudanese Association	\$1,200.00
Ballarat Symphony Orchestra	\$2,000.00
Ballarat Woodworkers Guild Inc	\$5,390.00
Ballarat YMCA	\$5,000.00
Ballarat YMCA Youth Services Inc	\$2,388.27

# GRANTS AND DONATIONS

Person or organisation	Amount
Ballarat Young Parents' Group	\$3,750.00
Ballarat's White Ribbon Day Committee	\$5,000.00
Brace Education and Training	\$3,000.00
Brown Hill Progress Association	\$4,729.00
Buninyong Bowling Club	\$4,750.00
Buninyong Community Christmas	\$1,000.00
Buninyong Community Facility	\$500.00
Buninyong Mount Helen Newsletter	\$500.00
Buninyong Mt Helen Lions Club	\$1,000.00
Buninyong Primary School	\$3,700.00
Buninyong Swimming Pool Committee of Management	\$6,455.00
Buninyong Town Hall Advisory Committee	\$500.00
Burrumbeet Racecourse and Recreation Reserve	\$1,000.00
Canadian Lead Primary School	\$2,000.00
Central Highlands Community Legal Centre Inc	\$1,588.00
Central Highlands Historical Association	\$1,000.00
Circolo Pensionati Italiani Ballarat	\$580.00
City of Ballarat Youth Council	\$1,350.00
City Oval Bowling Club	\$430.00
Country Women's Association of Victoria Inc, Ballarat Dinner Branch	\$4,587.00
Cycle Sport Victoria	\$4,091.00
Damon Bear-Millichamp	\$150.00
Delacombe Community House	\$3,223.00
Delacombe Community Kindergarten	\$500.00
Eastwood Leisure Complex Inc	\$3,500.00
Enid Rogers Jubilee Kindergarten	\$4,975.38
Enterprising Communities	\$7,500.00
Eureka Learn to Swim	\$2,000.00
Exodus Community	\$1,500.00
Family Drug Support Group	\$555.00
Fishcare Central Highlands	\$1,080.00
Flash Drive	\$1,000.00
Forest Rangers Soccer Club	\$5,000.00
Fresh Food Kid Hospital Appeal	\$1,000.00
Friends of Royal Park	\$3,300.00
Girl Guides Support Group	\$1,864.00
Golden Begonia Day Club	\$200.00
Great Dividing Trail Association	\$9,000.00
Hellenic Orthodox Community of Ballarat and District	\$1,000.00
Highlands LLEN Inc	\$5,000.00
Invermay District Progress Association	\$500.00

Person or organisation	Amount
Invermay Local History Association Inc	\$5,200.00
KIDS Foundation	\$450.00
Lucas Cricket Club Inc	\$3,600.00
Lumen Christi Primary School	\$450.00
Magpie Primary School	\$850.00
Mount Clear Cricket Club	\$500.00
Mount Clear Primary School	\$700.00
Mount Pleasant Primary School	\$2,100.00
Mount Xavier Golf and Bowls Club	\$1,200.00
Napoleons Sebastopol Cricket Club	\$500.00
Nazareth House	\$3,000.00
Neighbourhood Watch	\$400.00
Operation R & R	\$2,000.00
Organs of the Ballarat Goldfields	\$4,000.00
Pinarc Support Services	\$7,000.00
Rotary Club of Wendouree	\$5,462.00
Royal South Street Society	\$2,200.00
Russell Square Committee of Management	\$1,000.00
SAILS Clients	\$200.00
Scooter Club	\$1,000.00
Sebastopol District Girl Guides	\$300.00
Sebastopol Ladies Carpet Bowls Club	\$2,000.00
Sebastopol RSL Hall Bowling Club	\$5,000.00
Sebastopol Secondary College	\$1,100.00
Sebastopol Senior Citizens Club	\$300.00
Skipton Street Ladies' Bowling Club	\$1,000.00
Sovereign Hill Ballarat	\$350.00
St John of God Hospital	\$2,500.00
St Paul's Anglican Church	\$786.00
The Ballarat Foundation	\$5,000.00
U3A (University of the Third Age) Ballarat Inc	\$1,442.00
United Way Ballarat Community Fund	\$1,400.00
University of Ballarat	\$3,000.00
University of Ballarat WestVic Academy of Sport	\$3,300.00
Victoria Police Games Federation Inc	\$100.00
Volleyball Ballarat	\$1,560.00
VRI/Delacombe Cricket Club Inc	\$3,644.00
Wellbeing Wendouree	\$4,950.00
Wendouree West Youth Group – 'Thursday Thawouts'	\$1,440.00
York Street Church of Christ Kindergarten	\$1,620.00
Zonta Club of Ballarat Inc	\$4,911.00

# MEMBERSHIPS

## KEEPING AHEAD OF CURRENT INFORMATION AND DEVELOPMENTS

To ensure that City of Ballarat staff had access to relevant and up-to-date information and statistics to ensure the effective planning and continued delivery of services to the community, the organisation subscribes to a broad range of industry organisations and information services.

Vendor	Summary of services provided during the year	Amount (\$)
ABA (Australian Breastfeeding Association) Healthy Facilities group subscription	Advice, information and access to resources promoting breastfeeding.	75.00
Australian Research Alliance for Children & Young People (ARACY)	Access and input into research and current reports, and become a signatory to Australia's Commitment to Young People.	300.00
Australian Water Association	Australian Water Association membership.	195.00
Australian Water Association	Receive water journal eight times a year.	550.00
Ballarat Sports Foundation	Support to Ballarat's young athletes and attendance at scholarship presentations.	100.00
BOUNCE - PR network	Marketing and communications corporate membership.	660.00
Centre for Organisational Development	Provides an informal and facilitated environment for professional support and development and career networking.	990.00
Economic Development Australia	Provides professional development and information on ways to develop local economies in the local government context.	300.00
Engineers Australia	Membership subscriptions.	437.80
FKA Children's Services	In-service training and access to the website library of resources.	120.00
Gold Museum (Sovereign Hill)	Each committee member of the Ballarat Sports Museum & Hall of Fame must be a member of the Gold Museum Society as it is the venue for meetings and archived sports memorabilia.	14.00
ICLEI Local Governments for Sustainability	Cities for Climate Protection participation fee for partner level and annual membership.	3,740.00
Institute of Internal Auditors	Receipt of Internal Auditor magazine bi-monthly (annual payments) and online magazine.	348.00
Institute of Public Works Engineering Australia	Four general memberships for year 2008/09	1,014.00
Lactation Resource Centre	Access to lactation resources, research services and information searches for maternal & child health nurses. Mailings of journals	142.00
LGPro	LGPro Membership	315.00
Municipal Association of Victoria	The Municipal Association of Victoria is the peak representative and advocacy body for Victoria's 79 Councils.	32,827.22
Parking Association of Australia	Services include periodic newsletter and discounted fees to attend seminars, workshops and conferences (\$200 fee is for the period 01/01/09 - 30/06/09)	200.00
Parks & Leisure Australia	Membership provides representation on state and national committees and review boards and in industry dealings with government agencies, businesses and community leaders.	432.00
Playgroup Victoria	Support, collaboration and liaison between Playgroup Victoria, Best Start and the Playgroup Coordinators.	45.00
Records Management Association of Australasia	Provides access to records management best practice and associated activities.	775.50
REIV	Provides access to statistics, analysis and quarterly and annual reports for housing in Victoria including Ballarat.	450.00
TaxEd	Provides access to tax advice and training.	1,335.00
Trade Travel	Trade travel membership provides access to an destination advertising directory and also to its database of Probus clubs etc.	2,750.00
Turf Grass Association of Australia	Corporate membership entitles the purchaser to nominate six members as representatives of the company and includes receipt of TGAA flyers of upcoming events and newsletters and free annual subscription to Australian Turfgrass Magazine.	495.00
VECCI	Provision of employment advice and services.	8,630.00
VicSport	Benefits of being a VicSport Associate Member include: access to member-only information forums and feedback sessions, annual subscription to 'SportsView' - VicSport's quarterly hard copy publication.	275.00
Victorian Local Governance Association	Receive VLGA regular email updates and quarterly print Bulletin. Access to member discounts at Local Government Leadership and Learning Centre online courses and face-to-face workshops.	15,918.00
Weed Society of Victoria	Regular updates regarding current and new weeds and control methods in Victoria	155.00



2008 | 2009

# FINANCIAL STATEMENTS

GOOD GOVERNANCE



# 2008-2009 PERFORMANCE STATEMENT

Section 132 of the Local Government Act (LGA) requires the City of Ballarat to report on its performance against the targets and measures for the Key Strategic Activities specified in the Budget [Section 127 2(d) of LGA] for the 2008-2009 financial year. The measures used were the key performance indicators in the State Government's Annual Local Government 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 2008-2009 and the actual results that were achieved.

Key Strategic Activity	Performance Measure	How Data is Reported	08 Baseline	08/09 Target	08/09 Actual	Target Met/ Not Met	Reasons for not meeting targets
<b>Our People</b>							
Improving community relationships	Community satisfaction rating for interaction and responsiveness in dealing with the public	Annual Community Satisfaction Survey	69	72	71	Not met	Although the election of a new Council has improved the ratings it is still very early in the Council's term and there may be some residual concern in the community that can be attributed to the previous Council's performance.
<b>Our Services and Infrastructure</b>							
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for local roads and footpaths	Annual Community Satisfaction Survey	53	56	55	Not met	Whilst some improvement was noted, limited funds, particularly for footpath works, prevented a better outcome. Capital funds for footpaths were increased in 2009-2010.
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for traffic management and parking facilities	Annual Community Satisfaction Survey	52	55	52	Not met	The lower than expected score reflects the increased congestion in city carparks as a result of population growth.
Ensuring appropriate development occurs in the community	Community satisfaction rating for town planning policy and approvals	Annual Community Satisfaction Survey	49	53	53	Met	
<b>Our Jobs and Investment</b>							
Providing economic development services	Community satisfaction rating for economic development	Annual Community Satisfaction Survey	63	63	55	Not met	The arrival of the current difficult economic climate in the second half of 2008 and the associated negative publicity lowered the community's confidence in the economy. Particularly, the significant job losses that occurred in the manufacturing sector in Ballarat would have been viewed as confirmation of the global financial crisis affecting the local economy. The target established for the economic development area was set prior to the onset of the contraction in the economy.
<b>Our Learning and Knowledge</b>							
There is no key strategic activity that relates specifically to this Blueprint Ballarat theme							
<b>Our Environment and Heritage</b>							
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for the appearance of public areas	Annual Community Satisfaction Survey	62	65	63	Not met	Whilst some improvement was achieved, drought conditions made it very difficult to achieve high standards of presentation.
Providing waste services that are environmentally sustainable	Community satisfaction rating for waste management	Annual Community Satisfaction Survey	70	75	70	Not met	The community appears to be developing an expectation that Council will provide green waste and hard waste collections. These services are being investigated in 2009/10.
<b>Our Connections</b>							
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	53	56	56	Met	
Strengthening advocacy processes	Community satisfaction rating for advocacy and representation on key local issues	Annual Community Satisfaction Survey	59	62	63	Met	
<b>Managing our Business (Governance)</b>							
Improving community perceptions	Community satisfaction rating for overall performance generally of the Council	Annual Community Satisfaction Survey	56	60	59	Not met	Although the election of a new Council has improved the ratings it is still very early in the Council's term and there may be some residual concern in the community that can be attributed to the previous Council's performance.
Improving community perceptions	Community satisfaction rating for overall performance in key service areas and responsibilities of the Council	Annual Community Satisfaction Survey	61	64	61	Not met	Given that most of the individual key service areas and responsibilities did not meet their targets, when considered in aggregate the target would also not be met.

# 2008-2009 PERFORMANCE

## STATEMENT CONTINUED

### GENERAL INTERPRETIVE ANALYSIS OF PERFORMANCE RESULTS FOR 2008-2009 FINANCIAL YEAR

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

**Actual performance achieving target or better:**

- Town planning Policy and Approvals
- Council's engagement in decision making on local issues (Community Engagement)
- Council's advocacy and representation on local issues (Advocacy)

**Actual performance within 2 percentage points of target:**

- Interaction and responsiveness in dealing with the public (customer contact)
- Local Roads and Footpaths
- Enforcement of Local Laws
- Appearance of Public Areas
- Overall Performance Generally of Council

**Actual performance matched or bettered the actual performance in 2007/08:**

■ Overall Performance	■ Advocacy
■ Community Engagement	■ Customer Contact
■ Local Roads and Footpaths	■ Appearance of Public Areas
■ Town Planning Policy and Approvals	■ Recreational Facilities
■ Traffic Management and Parking	■ Waste Management
■ Enforcement of Local Laws	

**Actual performance within 4 percentage points of target:**

- Health and Human Services
- Traffic Management and Parking Facilities
- Recreational Facilities
- Overall Performance in Key Service Areas and Responsibilities

**Actual performance not within 4 percentage points of target:**

- Economic Development
- Waste Management

The results for 2009 have improved when compared to those for 2008 in that 12 of the 14 indicator results were within four points, equalled or bettered the targets as opposed to seven of the 14 in 2008. In 2008 the results indicated that the community believed Council should particularly improve its performance in areas that related to Council's contact with, engagement with, and advocacy for, the community. Although two of these areas' actual results (customer contact and overall performance) only missed their respective targets by one point the actual results for the other two (community engagement and advocacy) equalled and bettered their targets respectively.

The result for town planning policy and approvals was pleasing despite the range of heritage management issues that still remain of concern for the community. A possible reason for the improved rating is Council's improved turnaround time for the processing of planning and building applications.

For those areas whose results did not meet their targets by four or fewer points it is difficult to provide definitive reasons for such outcomes.

Some general reasons that could be postulated for the results are that the severe drought conditions that continued throughout 2008-2009 presented issues for Council relating to the filling of Lake Wendouree and the general presentation of open space and recreation facilities. Despite Council maintaining its drought proofing strategy which enabled various sports facilities and grounds to continue to operate through being supplied with recycled water and stormwater, the rationalised water consumption regime continued to restrict the level of irrigation to the open space asset and the protracted lower level of presentation compared to a number of years ago may have negatively

influenced people's views on these matters.

Survey comments relating to the physical infrastructure areas of roads and footpaths and traffic management and parking facilities indicate that the community believes that not enough maintenance is undertaken on footpaths, leaving too many with uneven surfaces and there is still too much congestion in the central business district and not enough parking facilities close to shopping and business centres.

A disappointing result was the rating for Economic Development which fell to 55 from a figure of 63 last year. However, this result is understandable given that the current difficult economic climate emerged in the intervening period between the two surveys and, particularly at the time of the 2009 survey, significant job losses occurred in the manufacturing sector. From the respondents' comments they believed Council should be involved in more job creation programs, facilitating better employment opportunities and providing more support to local businesses.

The Waste Management rating remained constant between the two surveys at 70, although Council was hoping for a better result by setting a target of 75. A review of the respondents' comments however, indicates that the community was concerned that Council had not yet resolved the issue of hardwaste and greenwaste collections. Mindful of this, Council in collaboration with Central Highlands Waste Management Group is preparing a waste management strategy in 2009-2010.

Council and the leadership team have also analysed the feedback provided by respondents to the survey and used it to identify priority areas for 2009-2010.



City of Ballarat

2008/2009 Financial Report

## COUNCIL APPROVAL OF THE PERFORMANCE STATEMENT

In our opinion, the accompanying performance statement of the Ballarat City Council in respect of 2008/2009 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.

A handwritten signature in blue ink, appearing to read 'Judy Verjin', positioned above a dotted line.

.....  
Judy Verjin  
Councillor  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

A handwritten signature in blue ink, appearing to read 'Noel Perry', positioned above a dotted line.

.....  
Noel Perry  
Councillor  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

# VAGO

## Victorian Auditor-General's Office INDEPENDENT AUDITOR'S REPORT

### To the Councillors, City of Ballarat

#### *The Performance Statement*

The accompanying performance statement for the year ended 30 June 2009 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 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 the 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 I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Independent Auditor's Report (continued)

### *Matters Relating to the Electronic Presentation of the Audited Performance Statement*

This auditor's report relates to the performance statement published in both the annual report and on the website of the City of Ballarat for the year ended 30 June 2009. 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.


### *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 2009 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE  
28 September 2009

  
D D R Pearson  
Auditor-General

## National Competition Policy Compliance: 2008-09

### Certification by Chief Executive Officer

Ballarat City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2008 to 30 June 2009, in accordance with the requirements outlined in *National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy, December 2008 (2008 Statement)* as set out below:

<p><b>A. Trade Practices Compliance</b></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>B. Local Laws Compliance</b></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>	Compliant
<p><b>C. Competitive Neutrality Compliance</b></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>	Compliant

I certify that:

- this statement has been prepared in accordance with the 2008-09 National Competition Policy reporting guidelines, which is pursuant to the 2008 Statement; and
- this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



(Anthony Schinck, Chief Executive Officer, City of Ballarat)

Date:

10/08/09

# INCOME STATEMENT

For the year ended 30 June 2009

	Notes	2009 \$'000	2008 \$'000
<b>Revenue</b>			
General rates	3	53,364	48,628
Statutory fees, charges and fines	4	26,651	26,028
Grant revenues	5	29,544	23,781
Other revenue	6	13,865	9,373
Reimbursements	7	155	39
Interest		1,691	2,243
<b>Total revenue</b>		<b>125,270</b>	<b>110,092</b>
<b>Expenses</b>			
Employee benefits	9	36,701	34,322
Contract payments, materials and services	10	33,714	32,252
Depreciation	11	20,636	19,947
Other expenses	12	6,213	5,380
Finance costs	13	849	1,029
<b>Total expenses</b>		<b>98,113</b>	<b>92,930</b>
Net gain(loss) on disposal of property, plant and equipment	8	298	261
Share of net profits (losses) of associates accounted for using the equity method	21	301	(92)
<b>Total surplus (deficit) for the year</b>		<b>27,756</b>	<b>17,331</b>

The accompanying notes form part of this financial report



# BALANCE SHEET

As at 30 June 2009

	Notes	2009 \$'000	2008 \$'000
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	14	46,935	36,781
Trade and other receivables	15	6,635	5,415
Other	16	946	973
Non-current assets classified as held for sale	17	314	41
<b>Total current assets</b>		<b>54,830</b>	<b>43,210</b>
<b>NON-CURRENT ASSETS</b>			
Infrastructure, property, plant and equipment	18	1,001,406	994,859
Receivables	20	8	23
Investment property	19	5,048	4,247
Investments in associates	21	1,933	1,632
<b>Total non-current assets</b>		<b>1,008,395</b>	<b>1,000,761</b>
<b>Total assets</b>		<b>1,063,225</b>	<b>1,043,971</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	22	8,475	8,721
Trusts	23	1,670	1,621
Interest bearing liabilities	24	2,670	2,557
Provisions	25,26	8,735	8,241
<b>Total current liabilities</b>		<b>21,550</b>	<b>21,140</b>
<b>NON-CURRENT LIABILITIES</b>			
Interest bearing liabilities	24	10,525	11,637
Provisions	25,26	2,055	1,868
<b>Total non-current liabilities</b>		<b>12,580</b>	<b>13,505</b>
<b>Total liabilities</b>		<b>34,130</b>	<b>34,645</b>
<b>NET ASSETS</b>		<b>1,029,095</b>	<b>1,009,326</b>
<b>Represented by:</b>			
Accumulated surplus		600,552	573,465
Other reserves	27(a)	2,315	1,646
Asset revaluation reserve	27(b)	426,228	434,215
<b>EQUITY</b>		<b>1,029,095</b>	<b>1,009,326</b>

The accompanying notes form part of this financial report

## STATEMENT OF CHANGES OF EQUITY

For the year ended 30 June 2009

	Notes	Accumulated surplus 2009 \$'000	Asset revaluation reserve 2009 \$'000	Other reserves 2009 \$'000	Total 2009 \$'000
Balance as at 1 July		573,465	434,215	1,646	1,009,326
Result from ordinary activities		27,756	0	0	27,756
Revaluation increment/(decrement)	27(b)	0	(7,987)	0	(7,987)
Transfers to reserves	27(a)	(670)	0	670	0
<b>Transfers from reserves</b>	27(a)	1	0	(1)	0
<b>Balance as at 30 June</b>		<b>600,552</b>	<b>426,228</b>	<b>2,315</b>	<b>1,029,095</b>

For the year ended 30 June 2008

	Notes	Accumulated surplus 2008 \$'000	Asset revaluation reserve 2008 \$'000	Other reserves 2008 \$'000	Total 2008 \$'000
Balance as at 1 July		555,794	320,755	1,379	877,928
Result from ordinary activities		17,331	0	0	17,331
Revaluation increment/(decrement)	27(b)	0	114,601	0	114,601
Transfers to reserves	27(a)	(308)	0	308	0
Transfers from reserves	27(a)	41	0	(41)	0
Adjustment due to prior year error		607	(1,141)	0	(534)
<b>Balance as at 30 June</b>		<b>573,465</b>	<b>434,215</b>	<b>1,646</b>	<b>1,009,326</b>

*The accompanying notes form part of this financial report*

# CASH FLOW STATEMENT

For the year ended 30 June 2009

	Notes	2009 \$'000	2008 \$'000
		Inflow (Outflow)	Inflow (Outflow)
<b>Cash flows from operating activities</b>			
<b>Payments</b>			
Employee benefits		(36,049)	(33,559)
Contract payments, materials and services(inclusive of GST)		(38,579)	(36,768)
Other expenses		(6,213)	(5,380)
		<b>(80,841)</b>	<b>(75,707)</b>
<b>Receipts</b>			
General rates		52,997	48,629
Government grants (inclusive of GST)		31,133	23,265
User charges (inclusive of GST)		26,017	26,465
Net GST refund		3,958	3,089
Interest		1,691	2,243
Reimbursements		155	39
Other revenue (inclusive of GST)		5,381	2,215
		<b>121,332</b>	<b>105,945</b>
<b>Net cash inflow from operating activities</b>	<b>29</b>	<b>40,491</b>	<b>30,238</b>
<b>Cash flows from investing activities</b>			
<b>Payments for:</b>			
Land		(1,741)	(2,099)
Buildings		(1,484)	(2,216)
Infrastructure and other structures		(19,786)	(15,613)
Plant and equipment		(4,628)	(2,927)
Furniture and fittings		(1,895)	(39)
		<b>(29,534)</b>	<b>(22,894)</b>
<b>Proceeds from:</b>			
Sale of plant and equipment		1,034	755
Sale of land and buildings		0	1,345
Loans and advances		15	73
		<b>1,049</b>	<b>2,173</b>
<b>Net cash outflow from investing activities</b>		<b>(28,485)</b>	<b>(20,721)</b>
<b>Cash flows from financing activities</b>			
Interest and other costs of finance		(853)	(1,032)
Proceeds from borrowings		1,557	0
Repayment of borrowings		(2,556)	(2,804)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>(1,852)</b>	<b>(3,836)</b>
<b>Net increase/(decrease) in cash held</b>		<b>10,154</b>	<b>5,681</b>
Cash at beginning of the period		36,781	31,100
<b>Cash at end of the period</b>	<b>14</b>	<b>46,935</b>	<b>36,781</b>
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 6 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;
- promote the social, economic and environmental viability and sustainability of the municipal district;
- 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;
- improve the overall quality of life of people in the local community;
- promote appropriate business and employment opportunities;
- ensure that services and facilities provided by the Council are accessible and equitable;
- ensure the equitable imposition of rates and charges; and,
- ensure transparency and accountability in Council decision making.

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.

<b>External Auditor</b>	Auditor-General of Victoria
<b>Internal Auditor</b>	AFS & Associates
<b>Bankers</b>	National Australia Bank
<b>Website</b>	<a href="http://www.ballarat.vic.gov.au">www.ballarat.vic.gov.au</a>

# 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.

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.

## (b) Change in accounting policies

Council has adopted accounting standard AASB 1051 for recognition of Land Under Roads. Land under roads acquired after 30 June 2008 are brought to account using the fair value basis.

Council has reviewed and altered the useful lives of individual building assets. Building assets are now depreciated based on building useful lives of 20 to 200 years instead of 30 to 200 years.

There have been no other significant changes in accounting policy.

## (c) 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 authority'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.

## (d) 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.

# 1. SUMMARY OF ACCOUNTING POLICIES

## (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:

<b>Buildings</b>	20 to 200 years
<b>Furniture and fittings</b>	6 to 15 years
<b>Recreation and business undertakings</b>	3 to 200 years
<b>Plant and equipment</b>	2 to 25 years
<b>Infrastructure</b>	15 to 200 years

Building useful lives have altered from the previous financial year as outlined in the changes to accounting policy note. There has been no other changes 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:

<b>Buildings</b>	\$ 5,000 threshold
<b>Furniture and fittings</b>	\$ 1,000 threshold
<b>Recreation and business undertakings</b>	\$ 5,000 threshold
<b>Plant and equipment</b>	\$ 1,000 threshold
<b>Infrastructure</b>	\$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 2008. This resulted in a net decrement in Infrastructure assets of \$7.987 million. The total decrement in Infrastructure assets of \$7.987 million 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:

<b>Buildings</b>	once every 4 years
<b>Land</b>	once every 4 years
<b>Recreation and business undertakings</b>	once every 4 years
<b>Artworks</b>	once every 4 years
<b>Infrastructure</b>	yearly

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

- (i) 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.
- (ii) Non significant assets being Plant and Equipment and Furniture and Fittings are deemed to be valued at cost.
- (iii) 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.
- (iv) Valuation of infrastructure comprising earthworks, substructures, seals, kerbs relating to roads, footpaths, bridges and roundabouts, drains and street furniture (July 2008) 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.

- (v) The valuation of artworks was performed by Simon Storey Valuers MAVAA and are valued at net realisable value at 30 June 2006.
- (vi) 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*

Land under roads acquired after 30 June 2008 are brought to account using the fair value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

#### *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 2009. 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.

# 1. SUMMARY OF ACCOUNTING POLICIES

## **(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**

### *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) 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.

## **(q) Website costs**

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

## **(r) 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. Receivables and payables in the balance sheet are shown inclusive of GST.

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.



**(s) 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 asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the income statement.

**(t) Rounding**

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

**(u) 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)).

**(v) 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.

**(w) 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 fair value, and depreciated annually.

**(x) 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.

**(y) New accounting standards and interpretations**

The following Australian accounting standards have been issued or amended and are applicable to Council but are not yet effective. They have not been adopted in preparation of the financial statements at reporting date.

## NOTES

## 1. (Y) SUMMARY OF ACCOUNTING POLICIES

AASB amendment	Standards affected	Outline of amendment	Application date for Council
AASB 2007 - 06	AASB 101 Presentation of Financial Statements	Amends an earlier version of AASB 101 issued in July 2006. This Standard introduces the concept of a "complete set of financial statements" and amends the title of some statements in the accounts. The other change of some relevance to Council relates to reporting owner changes in equity and comprehensive income. No significant impacts are expected to arise from this Standard.	1 January 2009
AASB 2007 - 08	AASB 123 Borrowing Costs	Amends an earlier version of AASB 123 issued in July 2004. This Standard requires borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset to be capitalised. Previously, entities had the option of expensing such costs. Subject to the existence of borrowings for the purpose of funding capital expenditure, this standard will require related borrowing costs to be capitalised rather than expensed. It is not expected that this will have a material impact on the reported financial performance or position of Council.	1 January 2009
AASB 2008 - 5	AASB 127 Consolidated and Separate Financial Statements	Amends an earlier version of AASB 127 issued in July 2004. This standard makes various relatively minor changes. This Standard is not expected to have any impact on Council.	1 July 2009
AASB 2008 - 1, AASB 2008 - 2 AASB 2008 - 3, AASB 2008 - 5, AASB 2008 - 6, AASB 2008 - 7.	Various	These standards make revisions, which are generally minor, to a range of other accounting standards. It is not expected that these Standards will have any significant impact on Council.	1 July 2009
AASB 2008 - 11	AASB 3 Business Combinations	Amends an earlier version of AASB 3 issued in July 2004. However, before the mandatory application of this Standard the Australian Accounting Standards Board will consider the suitability of this Standard for combinations in the not for profit sector. This may result in further amendments to this Standard or an additional scope exclusion. Consequently, it is not possible to assess the likely impact of this Standard on Council.	1 July 2009

**2(a). FUNCTIONS / ACTIVITIES OF THE COUNCIL**

	Actual 2009 \$'000	Actual 2008 \$'000
<b>Revenues</b>		
Chief Executive Officer	72	42
Growth & Economy	3,034	5,548
Development & Infrastructure	35,299	21,804
Destination & Connections	4,606	3,530
People & Communities	13,033	13,836
Sustainability	803	4,565
Finance	74,785	68,602
Organisation Services	107	48
<b>Total</b>	<b>131,739</b>	<b>117,975</b>
<b>Expenses</b>		
Chief Executive Officer	1,513	1,661
Growth & Economy	2,171	7,697
Development & Infrastructure	40,147	27,632
Destination & Connections	9,977	9,654
People & Communities	17,653	17,481
Sustainability	652	4,478
Finance	27,272	31,257
Organisation Services	4,598	784
<b>Total</b>	<b>103,983</b>	<b>100,644</b>
<b>Operating surplus</b>	<b>27,756</b>	<b>17,331</b>

**2(b). COMPONENTS FUNCTIONS/ ACTIVITIES**

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

**Chief Executive Officer**

The Executive Unit relates to the general costs required to effectively govern the municipality. These costs include expenditure relating to: Councillors, legal services, media relations and civic affairs.

**Growth & Economy**

Growth & Economy relates to the provision of management of major projects and economic development, both within Council and the community.

**Development & Infrastructure**

Development & 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, assets management and program delivery.

**Destinations & Connections**

Destinations & Connections relates to the provision of a broad range services. These include tourism, marketing and communications and expenditure relating to Her Majesty's Theatre, the Art Gallery of Ballarat, Events Ballarat, Tourism, and the Begonia Festival Weekend.

**People & Communities**

People & Communities relates to the provision of a broad range of community leisure and cultural needs and services. These include expenditure relating to community development, the library, family and children's services and aged and disability services.

**Sustainability**

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

**Finance**

Finance 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 and contract administration.

**Organisation Services**

Organisation Services relates to the provision of recruitment, training and development for employees of the City of Ballarat. The unit includes the provision of Information technology equipment and support and records administration.

## NOTES

## 3. RATE REVENUE

	2009	2008
	\$'000	\$'000
General rates	51,676	47,027
Special rates	1,429	1,396
Business incentive rebates	(1)	(5)
Interest on rates	281	227
Abandonments	(21)	(17)
	<b>53,364</b>	<b>48,628</b>

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 2008-2009 was \$11,470.28 million. (2007-2008 \$10,498.57 million).

The date of the latest general revaluation of land for rating purposes is 1 January 2008, and the valuation applied to the rating period commencing 1 July 2009

## 4. STATUTORY FEES, CHARGES AND FINES

	2009	2008
	\$'000	\$'000
Aged services fees	2,610	2,499
Ballarat Aquatic Centre	3,332	3,179
Art galleries	321	283
Ballarat Begonia Festival	75	103
Building and scaffolding fees	678	650
Child care centres and kindergartens	1,019	989
Dog and cat registrations and fines	535	558
Environmental Levy	5,275	4,889
Eureka Centre	489	493
Family day care	113	114
Health licences and fees	369	354
Land information certificates	80	82
Legal expenses recovered	186	210
Livestock selling fees and charges	1,241	1,149
Local law permits	100	94
Meals on Wheels	754	693
Other	708	1,062
Parking fees, fines and charges	2,921	2,749
Performing arts centres	756	716
Private works	113	67
Property rentals	833	743
Robert Clark Centre	86	89
Sale of valuations	217	41
Subdivision supervision and certification fees	316	418
Landfill operations	2,714	2,861
Town planning fees and certificates	446	472
Training incentives	70	66
Transfer Station	294	405
	<b>26,651</b>	<b>26,028</b>

## 5. GRANT REVENUES

Grants used for operating activities:	2009 \$'000	2008 \$'000
Aged and disabled	682	660
Art Gallery of Ballarat, theatres and community arts	278	272
Family and children's services	2,822	2,620
General revenue grant	11,936	7,545
Healthy community	81	286
Home care	3,605	3,341
Immunisations	164	276
Maternal and child health	433	570
Other	16	0
Parks and environment	405	342
Regional development and social planning	344	991
School crossing supervision	150	147
<b>Total</b>	<b>20,916</b>	<b>17,050</b>
<b>Grants used for the acquisition of assets</b>		
Buildings	2,836	576
Equipment	3,029	0
Other structures	369	2,980
Roads	2,394	3,175
<b>Total</b>	<b>8,628</b>	<b>6,731</b>
<b>Grand total grants</b>	<b>29,544</b>	<b>23,781</b>
<b>Recurrent</b>	20,915	17,050
<b>Non-recurrent</b>	8,629	6,731
<b>Total</b>	<b>29,544</b>	<b>23,781</b>
Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:		
Aged and disabled	41	0
Arts and culture	0	62
Buildings	2,744	498
Community projects	237	11
Family and children's services	89	0
Home care	59	151
Maternal and child health	0	46
Other	0	27
Other structures	1,558	177
Parks and environment	263	20
Regional development programs	10	473
Roads	0	209
	<b>5,001</b>	<b>1,674</b>
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
Arts and culture	62	50
Buildings	498	0
Community projects	11	52
Home care	151	0
Maternal and child health	46	0
Other	27	0
Other structures - POW Memorial	177	114
Parks and environment	20	201
Regional development programs	473	153
Roads	209	14
	<b>1,674</b>	<b>584</b>

## NOTES

## 6. OTHER REVENUE

	2009 \$'000	2008 \$'000
<b>Operating contributions</b>		
- Insurance recoveries	318	263
- Art Gallery of Ballarat	69	95
- Youth services	32	31
- Other events and programs	22	54
- Parks , waterways and environment	35	101
- Community services	73	108
- Tourism development and economic promotion	167	125
- Other	56	62
<b>Non operating contributions</b>		
- Subdivision contributions (monetary)	2,320	384
- Land and subdivision acquisitions (non-monetary)	8,587	7,305
- Infrastructure	83	784
- Art gallery artworks acquisitions	1,853	61
- Recreation facilities	250	0
	<b>13,865</b>	<b>9,373</b>

## 7. REIMBURSEMENTS

	2009 \$'000	2008 \$'000
Road maintenance/works	0	10
Other	155	29
	<b>155</b>	<b>39</b>

## 8. SALE OF ASSETS

	2009 \$'000	2008 \$'000
<b>(a) Land and buildings</b>		
Proceeds from sales	0	1,345
Less: cost of land and carrying amount of buildings sold	(14)	(1,299)
<b>Profit (loss) on sales</b>	<b>(14)</b>	<b>46</b>
<b>(b) Sales of plant and equipment</b>		
Proceeds from sales	1,034	755
Less: carrying amount of plant and equipment sold	(722)	(540)
<b>Profit (loss) on sales</b>	<b>312</b>	<b>215</b>

## 9. EMPLOYEE BENEFITS

	2009 \$'000	2008 \$'000
Labour and allowances	29,198	26,846
Superannuation	2,810	2,654
Annual leave and long service leave	3,231	3,325
Workcover premium	793	788
Other overheads and related costs	669	709
	<b>36,701</b>	<b>34,322</b>

**10. CONTRACT PAYMENTS, MATERIALS & SERVICES**

	2009 \$'000	2008 \$'000
Contract payments, materials and services	29,177	28,095
Vehicle costs	2,164	2,043
Utilities	2,373	2,114
	<b>33,714</b>	<b>32,252</b>

**11. DEPRECIATION EXPENSE**

	2009 \$'000	2008 \$'000
Depreciation was charged in respect of:		
Infrastructure	14,017	13,707
Other structures - recreation and business undertakings	1,280	1,209
Buildings	2,566	2,321
Furniture and fittings	42	476
Plant and equipment	2,706	2,210
Landfill improvements	25	24
	<b>20,636</b>	<b>19,947</b>

**12. OTHER EXPENSE**

	2009 \$'000	2008 \$'000
Other expenses include:		
Lease expenses	1,122	1,066
Insurances	995	1,270
Regional library contribution	1,413	1,042
Other	443	393
Election expenses	264	45
Public relations	970	617
Bad and doubtful debts	119	144
Councillor remuneration	186	193
Auditor's remuneration	66	60
Contributions to community groups	66	155
Legal expenses	388	219
Licences/permits	181	176
	<b>6,213</b>	<b>5,380</b>

**13. FINANCE COSTS**

	2009 \$'000	2008 \$'000
Interest - borrowings	849	1,029
	<b>849</b>	<b>1,029</b>

# NOTES

## 14. CASH AND CASH EQUIVALENTS

	2009	2008
	\$'000	\$'000
Cash at bank and on-hand	6,260	6,454
Investments – held to maturity	37,695	29,848
Deposits at call	2,980	479
	<b>46,935</b>	<b>36,781</b>

## 15. RECEIVABLES

	2009	2008
	\$'000	\$'000
Rates receivable	1,448	1,080
Perin/parking infringements	667	419
Loans and advances	1	6
Other debtors	4,093	3,370
Less: provision for doubtful debts	(272)	(153)
Net GST receivable	698	693
	<b>6,635</b>	<b>5,415</b>

## 16. OTHER

	2009	2008
	\$'000	\$'000
Prepayments	449	353
Stock held for sale	185	225
Stock held for distribution	200	174
Accrued income	112	221
	<b>946</b>	<b>973</b>

## 17. NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

	2009	2008
	\$'000	\$'000
702 Mair Street	273	0
Rodier Street	41	41
	<b>314</b>	<b>41</b>

## 18(a). LAND

	2009	2008
	\$'000	\$'000
Freehold and other controlled land - at valuation 2008	290,203	291,003
Freehold land - at cost	2,344	866
	<b>292,547</b>	<b>291,869</b>



**18(b). LAND UNDER ROADS**

	2009	2008
	\$'000	\$'000
Land Under Roads - at valuation 2009	271	0
	<b>271</b>	<b>0</b>

**18(c). BUILDINGS**

	2009	2008
	\$'000	\$'000
Buildings - at valuation 2008	66,850	67,218
Buildings - at cost	2,107	1,224
Less: Accumulated Depreciation	(3,714)	(1,227)
	<b>65,243</b>	<b>67,215</b>

**18(d). LANDFILL IMPROVEMENTS**

	2009	2008
	\$'000	\$'000
Landfill improvements	1,220	1,192
Less: accumulated depreciation	(74)	(49)
	<b>1,146</b>	<b>1,143</b>

**18(e). OTHER STRUCTURES-RECREATION  
AND BUSINESS UNDERTAKINGS**

	2009	2008
	\$'000	\$'000
Other structures - at valuation 2008	37,139	37,139
Other structures - at cost	8,000	2,970
Less: accumulated depreciation	(2,489)	(1,209)
	<b>42,650</b>	<b>38,900</b>

## NOTES

## 18(f). INFRASTRUCTURE

	2009 \$'000	2008 \$'000
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 valuation 1 July 2008		
Box culverts	3,358	-
Pipes	43,402	-
Pits	12,048	-
Channels	27,818	-
Large Culverts	29,219	-
Flood basins	698	-
Street furniture	14,169	-
Other structures - at cost	3,354	4,186
Less: accumulated depreciation	(2,180)	(2,141)
<b>Total Other Structures</b>	<b>131,886</b>	<b>131,708</b>
Road pavements - at valuation 1 July 2007		
Road pavements	-	269,346
Surfaces	-	20,385
Bridges	-	20,689
Roundabouts	-	11,075
Kerb and channel	-	43,334
Footpaths	-	16,677
Road pavements - at valuation 1 July 2008		
:Road pavements	267,745	-
:Surfaces	21,765	-
:Bridges	16,443	-
:Roundabouts	14,539	-
:Kerb and channel	43,452	-
:Footpaths	15,401	-
Infrastructure - at cost	18,732	16,396
Less: accumulated depreciation	(11,837)	(11,566)
<b>Total road pavements and infrastructure</b>	<b>386,240</b>	<b>386,336</b>
<b>Total infrastructure</b>	<b>518,126</b>	<b>518,044</b>

## 18(g). PLANT AND EQUIPMENT

	2009 \$'000	2008 \$'000
Plant and equipment - at cost	18,856	17,406
Less: accumulated depreciation	(10,173)	(9,507)
	<b>8,683</b>	<b>7,899</b>

**18(h). FURNITURE AND FITTINGS**

	2009	2008
	\$'000	\$'000
Furniture and Fittings - at cost	1,366	1,327
Less: Accumulated Depreciation	(1,133)	(1,093)
	233	234

**18(i). ARTWORKS, ANTIQUES AND COLLECTABLES**

	2009	2008
	\$'000	\$'000
Artworks, antiques and collectables - at valuation 2006	64,438	64,346
Artworks, antiques and collectables - at cost	1,854	93
	66,292	64,439

**18(j). WORK IN PROGRESS**

	2009	2008
	\$'000	\$'000
At balance date the following works were in progress:		
Recreation and business undertakings	2,868	2,852
Buildings	1,858	988
Infrastructure	1,004	908
Plant and equipment	471	346
Land	14	22
<b>Work in progress (recognised at fair value)</b>	<b>6,215</b>	<b>5,116</b>

**TOTAL PROPERTY, PLANT AND EQUIPMENT**

	2009	2008
	\$'000	\$'000
Total property, plant and equipment	1,001,406	994,859

## NOTES

## 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:

2009	Carrying amount at beginning \$'000	Transfer \$'000	Additions \$'000	Disposals \$'000	Revaluation \$'000	Depreciation \$'000	Carrying amount at end \$'000
Land	291,869	(793)	1,471	0	0	0	292,547
Land under roads	0	0	271	0	0	0	271
Buildings	67,215	(335)	883	(14)	0	(2,506)	65,243
Landfill improvements	1,143	28	0	0	0	(25)	1,146
Infrastructure	518,044	899	21,187	0	(7,987)	(14,017)	518,126
Recreation and business undertakings	38,900	892	4,138	0	0	(1,280)	42,650
Plant and equipment	7,899	16	4,196	(722)	0	(2,706)	8,683
Furniture and fittings	234	0	41	0	0	(42)	233
Artworks	64,439	0	1,853	0	0	0	66,292
Works in progress	5,116	(2,322)	3,421	0	0	0	6,215
<b>Total</b>	<b>994,859</b>	<b>(1,615)</b>	<b>37,461</b>	<b>(736)</b>	<b>(7,987)</b>	<b>(20,576)</b>	<b>1,001,406</b>

2008	Carrying amount at beginning \$'000	Transfer \$'000	Additions \$'000	Disposals \$'000	Revaluation \$'000	Depreciation \$'000	Carrying amount at end \$'000
Land	198,345	0	2,092	(1,299)	92,731	0	291,869
Buildings	73,225	204	1,224	0	(5,175)	(2,263)	67,215
Landfill improvements	1,167	0	0	0	0	(24)	1,143
Infrastructure	502,749	4	20,577	0	8,421	(13,707)	518,044
Recreation and business undertakings	19,752	150	2,724	0	17,483	(1,209)	38,900
Plant and equipment	7,591	193	2,865	(540)	0	(2,210)	7,899
Furniture and fittings	801	(157)	66	0	0	(476)	234
Artworks	64,344	2	93	0	0	0	64,439
Works in progress	1,638	(396)	3,874	0	0	0	5,116
<b>Total</b>	<b>869,612</b>	<b>0</b>	<b>33,515</b>	<b>(1,839)</b>	<b>113,460</b>	<b>(19,889)</b>	<b>994,859</b>

## 19. INVESTMENT PROPERTIES

	2009 \$'000	2008 \$'000
19(a) Amounts recognised in Income Statement for investment properties		
Property rental	505	412
Operating expenses for rental properties	74	28
19(b) Reconciliation of carrying amounts		
<b>Land</b>		
Carrying amount at beginning	2,898	2,348
Carrying amount at end	<b>2,898</b>	<b>2,348</b>
<b>Buildings</b>		
Carrying amount at beginning	2,483	2,158
Depreciation	(333)	(259)
Carrying amount at end	<b>2,150</b>	<b>1,899</b>
	<b>5,048</b>	<b>4,247</b>

**20. RECEIVABLES**

	2009	2008
	\$'000	\$'000
Loans and advances	8	23

**21. INVESTMENT IN ASSOCIATES**

	2009	2008
	\$'000	\$'000
<b>Central Highlands Regional Library Corporation</b>		
Refer Note 1(k) for basis of valuation.		
Ownership Interest	44.25%	43.17%
<b>Council's share of retained profits/accumulated losses</b>		
Council's share of retained profits/accumulated losses at start of year	918	1,010
Reported profit/(loss) for year	301	(92)
<b>Council's share of retained profits/accumulated losses at end of year</b>	<b>1,219</b>	<b>918</b>
<b>Council's share of asset revaluation reserve</b>		
Council's share of reserves at start of year	714	714
Transfers (to)/from reserves	0	0
<b>Council's share of reserves at end of year</b>	<b>714</b>	<b>714</b>
<b>Movement in carrying value of specific investment</b>		
Carrying value of investment at start of year	1,632	1,724
Share of profit/loss for year	301	(92)
Share of asset revaluation	0	0
<b>Carrying value of investment at end of year</b>	<b>1,933</b>	<b>1,632</b>
<b>Council's share of expenditure commitments</b>		
The Central Highlands Regional Library Corporation has the following commitments at balance date:		
<b>Contracted operating expenditure commitments:</b>		
Not later than one year	38	35
Later than one year but not later than five years	73	137
	111	172
<b>Operating lease commitments:</b>		
Not later than one year	47	39
Later than one year but not later than five years	85	53
	132	92
<b>Council's share of contingent liabilities</b>		
The Central Highlands Regional Library Corporation is unaware of any contingent liabilities at balance date.		

**22. PAYABLES**

	2009	2008
	\$'000	\$'000
Material and contracts	8,346	8,602
Income received in advance	121	108
Accrued loan interest	8	11
	<b>8,475</b>	<b>8,721</b>

## NOTES

## 23. TRUST FUNDS

	2009 \$'000	2008 \$'000
Trust - Majestix Bookings	71	112
Trust - Resiting Of Houses	62	102
Trust - Ballarat Telecommunity Fund	27	59
Trust - Contract Retentions & Securities	32	53
Trust - Subdivision Holding Fees	1,040	801
Trust - Botanic Gardens Community Fund	74	0
Trust - Lake Blitz	51	76
Other -trusts and deposits	313	418
	<b>1,670</b>	<b>1,621</b>

## 24. INTEREST BEARING LIABILITIES

	2009 \$'000	2008 \$'000
<b>Current</b>		
Borrowings - secured	2,670	2,557
	<b>2,670</b>	<b>2,557</b>
<b>Non Current</b>		
Borrowings - secured	10,525	11,637
	<b>10,525</b>	<b>11,637</b>
<b>Total</b>	<b>13,195</b>	<b>14,194</b>
The maturity profile for Council's borrowings is:		
Not later than one year	2,670	2,557
Later than one year but not later than five years	9,811	9,407
Later than five years	714	2,230
	<b>13,195</b>	<b>14,194</b>

## 25. EMPLOYEE BENEFITS

	2009 \$'000	2008 \$'000
<b>Current</b>		
Accrued wages and salaries	1,322	1,042
Annual leave	3,402	3,223
Long service leave	4,011	3,976
<b>Note 25(a)</b>	<b>8,735</b>	<b>8,241</b>
<b>Non Current</b>		
Long service leave	835	676
	<b>835</b>	<b>676</b>
Aggregate carrying amount of employee benefits:		
Current	8,735	8,241
Non current	835	676
	<b>9,570</b>	<b>8,917</b>
Average employee numbers during the financial year	596 EFT	585 EFT
Weighted average increase in employee costs	4%	3%
Weighted average discount rates	5.624	5.804
Weighted average settlement period	12 years	12 years

**25(a). EMPLOYEE BENEFITS**

	2009	2008
	\$'000	\$'000
All current annual leave and long service leave entitlements representing seven-plus years of continuous service.		
Short-term employee benefits that fall due within 12 months after the end of the period measured at nominal value	4,682	3,944
Other Long-term employee benefits that do not fall due within 12 months after the end of the period measured at present value	4,053	4,297
<b>TOTAL</b>	<b>8,735</b>	<b>8,241</b>

**26. PROVISION – LANDFILL IMPROVEMENTS**

	2009	2008
	\$'000	\$'000
<b>Non-current</b>		
Provision for landfill improvements	1,220	1,192
<b>TOTAL</b>	<b>1,220</b>	<b>1,192</b>

**27. RESERVES**

(a) Reserve funds	Balance at 1/07/2008	Transfers To	Transfers From	Balance at 30/06/2009
	\$'000	\$'000	\$'000	\$'000
Balhausen Organ	19	0	1	18
Prime Ministers' Avenue - Capital	9	0	0	9
Subdividers' Contributions	438	352	0	790
Ballarat Livestock Selling Centre	1,180	318	0	1,498
<b>TOTAL</b>	<b>1,646</b>	<b>670</b>	<b>1</b>	<b>2,315</b>

	Balance at 1/07/2007	Transfers To	Transfers From	Balance at 30/06/2008
	\$'000	\$'000	\$'000	\$'000
Balhausen Organ	20	0	1	19
WR Bones Estate	24	0	24	0
Meals on Wheels	16	0	16	0
Prime Ministers' Avenue - Capital	9	0	0	9
Subdividers' Contributions	371	67	0	438
Ballarat Livestock Selling Centre	939	241	0	1,180
<b>TOTAL</b>	<b>1,379</b>	<b>308</b>	<b>41</b>	<b>1,646</b>

## NOTES

## 27. RESERVES CONTINUED

(b) Asset revaluation reserve	Balance at 1/07/2008	Increment	Decrement	Balance at 30/06/2009
2009	\$'000	\$'000	\$'000	\$'000
Artworks	34,671	0	0	34,671
Buildings	17,380	0	0	17,380
Land	261,588	0	0	261,588
Other structures	17,483	0	995	16,488
Plant and equipment	1,937	0	0	1,937
Infrastructure	101,156	0	6,992	94,164
<b>TOTAL</b>	<b>434,215</b>	<b>0</b>	<b>7,987</b>	<b>426,228</b>

	Balance at 1/07/2007			Balance at 30/06/2008
2008	\$'000	\$'000	\$'000	\$'000
Artworks	34,671	0	0	34,671
Buildings	22,555	0	5,175	17,380
Land	168,857	92,731	0	261,588
Other structures	0	17,483	0	17,483
Plant and equipment	1,937	0	0	1,937
Infrastructure	92,735	8,421	0	101,156
<b>TOTAL</b>	<b>320,755</b>	<b>118,635</b>	<b>5,175</b>	<b>434,215</b>

## 28. COMMITMENTS FOR EXPENDITURE

	2009	2008
	\$'000	\$'000
<b>(a) Capital</b>		
Capital expenditure competitively contracted for at the reporting date but not recognised in the Financial Report as liabilities:		
Other structures	4,221	1,610
Roads	893	930
	<b>5,114</b>	<b>2,540</b>
These expenditures are payable:		
Not later than one year	5,114	2,540
<b>(b) Operating lease commitments</b>		
Commitments under non-cancellable operating leases at reporting date:		
Not later than one year	2,304	2,709
Later than one year and not later than five years	1,747	3,975
Later than five years	0	14
	<b>4,051</b>	<b>6,698</b>
<b>(c) Operating lease receivables</b>		
Future rentals receivable under non-cancellable operating leases at reporting date:		
Not later than one year	505	727
Later than one year and not later than five years	623	1,317
Later than five years	197	243
	<b>1,325</b>	<b>2,287</b>



## 29. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS (DEFICIT)

	2009 \$'000	2008 \$'000
<b>Resulting from operating activities</b>	27,756	17,331
<b>Items not involving cash:</b>		
Depreciation	20,636	19,947
Infrastructure assets received in kind	(8,587)	(7,305)
Profit share in associates	(301)	92
<b>Investing activity</b>		
Net (profit) loss on sale of fixed assets	(298)	(261)
<b>Change in assets and liabilities</b>		
Decrease (increase) payables	913	1,043
Increase (decrease) provisions	653	763
Decrease (increase) rate debtors	(367)	1
Decrease (increase) prepayments	(97)	(98)
Decrease (increase) goods & services tax receivable(net)	(5)	(321)
Increase (decrease) stores and other assets	14	(36)
(Increase) decrease accrued income	106	(79)
Decrease (increase) other debtors	(785)	(1,871)
<b>Financing activities</b>		
Interest and other costs of finance	853	1,032
<b>Net cash provided by operating activities</b>	<b>40,491</b>	<b>30,238</b>

## 30. FINANCIAL RATIOS

	2009 %	2008 %
Debt servicing ratio	1	1
Revenue ratio	43	44
Debt commitment ratio	6	8
Working capital ratio	254	199
Debt exposure ratio	18	20

**Debt servicing ratio** expresses debt servicing costs (interest and finance charge) as a percentage of total revenue.

**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.

# NOTES

## 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.

### 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.

Council makes employer contributions to the defined benefits category of the Fund at rates determined by the 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 2008, Council makes the following contributions:

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

Fund surplus or deficit (ie the difference between fund assets and liabilities) are calculated differently for funding purposes (ie calculating required contributions) and for the calculation of accrued benefits as required in AAS 25 to provide the values needed for the AASB 119 disclosure in a council's financial statements. AAS 25 requires that the present value of the benefit liability which is calculated in respect of membership completed at the calculation date makes no allowance for future benefits that may accrue. The actuarial

investigation concluded that although the Net Market Value of Assets was in excess of Accrued Benefits at 31 December 2008, based on the assumptions adopted, there was a shortfall of \$71 million when the funding of future benefits was also considered. However, the Council has been advised that no additional contributions will be required as at 30 June 2009. The Actuary will undertake the next actuarial investigation as at 30 June 2010 to ascertain if additional contributions are required.

### Accounting Standard Disclosure

The Fund's liability for Accrued Benefits was determined in the 31 December 2008 actuarial review pursuant to the requirements of Australian Accounting Standard AAS25 as follows:

31 December 2008	\$'000
Net market value of Assets	3,630,432
Accrued Benefits (per accounting standards)	3,616,422
Difference between Assets and Accrued Benefits	14,010
Vested Benefits	3,561,588

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

Net investment return	8.50% p.a.
Salary inflation	4.25% p.a.
Price inflation	2.75% p.a.

Details of contributions to superannuation funds during the year and contributions payable at 30 June 2009 are as follows:

	2009 \$'000	2008 \$'000
<b>Defined benefit plans</b>		
Employer contributions to LAS Fund (Vision Super)	1,104,012	1,157,600
Employer contributions payable to LAS Fund at reporting date	0	0
<b>Accumulation plan</b>		
Employer contributions to LAS Fund (Vision Super)	2,755,017	2,368,581
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
<b>Financial assets</b>			
Cash assets	14	Cash on hand and at bank and money market call accounts are valued at face value. Interest is recognised as it accrues.	On call deposits returned a floating interest rate of 2.50% (6.75% in 07/08). The interest rate at balance date was 2.50% (6.75% 07/08)
	14	Investments and bills are valued at cost. Investments are held to maximise interest returns of surplus cash. Interest revenues are recognised as it accrues.	The interest rate received on this investment will depend upon the term of the investment. Funds returned fixed interest rates of between 3.05% & 7.95%
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 0 and 3% (1-3% in 2007-2008).
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. Collectability of overdue accounts is assessed on an ongoing basis.	General debtors are unsecured and interest free. Credit terms range from seven to 30 days.
<b>Financial liabilities</b>			
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 6.51% (6.56% in 2007-2008)
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 8.83% (11.63% in 2007-2008).

## NOTES

**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:

2009	Floating interest rate \$'000	Fixed interest maturing in			Non interest bearing \$'000	Total \$'000
		1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000		
<b>Financial assets</b>						
Cash assets	46,935	0	0	0	0	46,935
Receivables	0	1	8	0	4,519	4,528
Accrued income	112	0	0	0	0	112
<b>Total financial assets</b>	<b>47,047</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>4,519</b>	<b>51,575</b>
<b>Financial liabilities</b>						
Payables	0	0	0	0	8,475	8,475
Trusts	0	0	0	0	1,670	1,670
Interest bearing liabilities	0	2,670	9,811	714	0	13,195
<b>Total financial liabilities</b>	<b>0</b>	<b>2,670</b>	<b>9,811</b>	<b>714</b>	<b>10,145</b>	<b>23,340</b>
<b>Net financial assets (liabilities)</b>	<b>47,047</b>	<b>(2,669)</b>	<b>(9,803)</b>	<b>(714)</b>	<b>(5,626)</b>	<b>28,235</b>

2008	Floating interest rate \$'000	Fixed interest maturing in			Non interest bearing \$'000	Total \$'000
		1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000		
<b>Financial assets</b>						
Cash assets						
Receivables	0	6	23	0	3,910	3,939
Accrued income	221	0	0	0	0	221
<b>Total financial assets</b>	<b>37,002</b>	<b>6</b>	<b>23</b>	<b>0</b>	<b>3,910</b>	<b>40,941</b>
<b>Financial liabilities</b>						
Payables	0	0	0	0	9,328	9,328
Trusts	0	0	0	0	1,621	1,621
Interest bearing liabilities	0	2,557	9,407	2,230	0	14,194
<b>Total financial liabilities</b>	<b>0</b>	<b>2,557</b>	<b>9,407</b>	<b>2,230</b>	<b>10,949</b>	<b>25,143</b>
<b>Net financial assets (liabilities)</b>	<b>37,002</b>	<b>(2,551)</b>	<b>(9,384)</b>	<b>(2,230)</b>	<b>(7,039)</b>	<b>15,798</b>

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which expose us to fair value interest rate risk.

Our loan borrowings are sourced from major Australian banks by a tender process. Finance leases are sourced from major Australian financial institutions. Overdrafts are arranged with major Australian banks. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and,
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Department of Planning and Community Development each year.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. We manage interest rate risk by adopting an investment policy that ensures:

- conformity with State and Federal Government regulations and standards;
- capital protection;
- appropriate liquidity;
- diversification by credit rating, financial institution and investment product;
- monitoring of return on investment; and,
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

### 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 Balance Sheet		Aggregate net fair value	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Financial assets</b>				
Cash assets	46,935	36,781	46,935	36,781
Receivables	4,528	3,939	4,528	3,939
Accrued income	112	221	112	221
<b>Total financial assets</b>	<b>51,575</b>	<b>40,941</b>	<b>51,575</b>	<b>40,941</b>
<b>Financial liabilities</b>				
Payables	8,475	8,721	8,475	8,721
Trusts	1,670	1,621	1,670	1,621
Interest bearing liabilities	13,195	14,194	15,818	13,928
<b>Total financial liabilities</b>	<b>23,340</b>	<b>24,536</b>	<b>25,963</b>	<b>24,270</b>

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.

## NOTES

## 32(d). FINANCIAL INSTRUMENTS – CREDIT RISK

Ageing of investments and receivables at reporting date:	2009	2008
Current (not yet overdue)	42,381	33,039
Past due by up to 30 days	290	704
Past due between 31 and 180 days	554	617
Past due between 181 and 365 days	156	50
Past due by more than one year	259	183
<b>Total investments and receivables</b>	<b>43,640</b>	<b>34,593</b>
Movement in the provision for doubtful debts	2009	2008
	\$'000	\$'000
<b>Balance at beginning of the year:</b>	(153)	(48)
Addition of new provisions recognised during the year	(321)	(116)
Minus amounts already provided for and written off as uncollectable	145	11
Minus amounts provided for but recovered during the year	57	0
Minus previous Impairment losses reversed	0	0
<b>Balance at end of year</b>	<b>(272)</b>	<b>(153)</b>

## 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;
- may require collateral where appropriate; and,
- only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Balance Sheet.

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. 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

	0-12 months \$'000	1-2 years \$'000	2-5 years \$'000	> 5 years \$'000	Contracted Cash Flows \$'000	Carrying Amount \$'000
<b>2009</b>						
Trade and other payables	15,146	1,453	294	0	16,893	16,893
Trust funds and deposits	1,670	0	0	0	1,670	1,670
Interest bearing loans and borrowings	3,450	3,443	8,472	0	15,365	13,195
Other financial liabilities	4,682	4,053	0	1,192	9,927	9,927
	<b>24,948</b>	<b>8,949</b>	<b>8,766</b>	<b>1,192</b>	<b>43,855</b>	<b>41,685</b>
<b>2008</b>						
Trade and other payables	14,577	2,242	1,733	14	18,566	18,566
Trust funds and deposits	1,621	0	0	0	1,621	1,621
Interest bearing loans and 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
	<b>23,551</b>	<b>9,551</b>	<b>9,970</b>	<b>3,569</b>	<b>46,641</b>	<b>43,814</b>

**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;
- will be forced to sell financial assets at a value which is less than what they are worth; or
- may be unable to settle or recover a financial asset 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.

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

## NOTES

## 32(f). FINANCIAL INSTRUMENTS – MARKET RISK

Market risk exposure	Carrying amount subject to interest	Interest rate risk			
		-2% 100 Profit	basis points Equity	+1% 200 Profit	basis points Equity
2009	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets:</b>					
Cash and cash equivalents	46,935	(939)	(939)	469	469
Trade and other receivables	6,635	(133)	(133)	66	66
<b>Financial liabilities:</b>					
Interest-bearing loans and borrowings	13,195	0	0	0	0

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

## Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. 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 Reserve Bank of Australia):

- a parallel shift of +1% and -2% in market interest rates (AUD) from year-end rates of 4.4%.

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, Majestix theatre bookings and developer open space contributions.

	2009 \$'000	2008 \$'000
Long service leave	3,821	3,773
Developer - open space contributions	790	438
Heritage restoration funds	0	105
Majestix theatre bookings	71	112
	<b>4,682</b>	<b>4,428</b>



## 34. FINANCING ARRANGEMENTS

	2009	2008
Central Highlands Regional Library Corporation	\$'000	\$'000
Bank overdraft	1,000	1,000
Leasing facilities	953	1,316
Used facilities	953	1,316
<b>Unused facilities</b>	<b>1,000</b>	<b>1,000</b>

## 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 \$8.59 million (08-09) and \$7.3 million (2007-2008).

### (c) Contingent liabilities

The 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:

Judy Verlin (Mayor from 10/12/08)  
John Phillips (from 26/03/08)  
Des Hudson  
Sam McIntosh  
Noel Perry  
David Vendy (to 29/11/08)  
Ian Jolly (to 29/11/08)  
Herman Ruyg (to 29/11/08)  
Wayne Rigg (to 29/02/08)

Stephen Jones (Mayor from 10/12/07 to 29/11/08)  
Craig Fletcher (from 26/03/08)  
Ben Taylor  
Cheryl Bromfield  
Mark Harris  
Peter Innes (to 29/11/08)  
Garry Anderson (to 29/11/08)  
Geoff Hayes (to 28/02/08)

#### Chief Executive Officer:

Anthony Schinck (from 02/01/08)

## NOTES

## 36. RELATED PARTIES CONTINUED

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

Income range:	2009 No.	2008 No.
\$0 - \$9,999	7	4
\$10,000 - \$19,999	9	6
\$30,000 - \$39,999	1	1
\$100,000 - \$109,999	0	1
\$120,000 - \$129,999	0	1
\$220,000 - \$229,999	1	0
	<b>18</b>	<b>13</b>
Total remuneration for the reporting period for Responsible Persons included above, amounted to	<b>\$'000</b> 369	<b>\$'000</b> 389

## 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:	2009 No.	2008 No.
< \$100,000	13	0
\$100,000 - \$109,999	5	9
\$110,000 - \$119,999	2	2
\$120,000 - \$129,999	2	1
\$130,000 - \$139,999	1	4
\$140,000 - \$149,999	0	3
\$190,000 - \$199,999	1	0
	<b>24</b>	<b>19</b>
Total remuneration for the reporting period for senior officers included above, amounted to:	<b>\$'000</b> 2,343	<b>\$'000</b> 2,244

- d) No retirement benefits were paid by the Council in connection with the retirement of Responsible Persons of the Council.
- e) No loans have been made, guaranteed or secured by the Council to a responsible Person of the Council during the reporting period; and,
- f) Council has entered into transactions with responsible persons and related parties within normal customer or employee relationships on terms and conditions no more favourable than those available in similar arm's length transactions.

The following table provides the total number of transactions which have been entered into with related parties for the relevant financial year. (Refer to note 21 for further information on associates.)

Related Party		Sales to related parties	Purchases from related parties	Amounts owed by related parties	Amounts owed to related parties
		\$'000	\$'000	\$'000	\$'000
<b>Associate</b>					
Central Highlands	<b>2009</b>	26	1,458	1	0
Regional Library Corp.	<b>2008</b>	31	1,185	1	5
<b>Employee</b>					
Glenn Kallio	<b>2009</b>	0	48	0	0
	<b>2008</b>	0	32	0	0



City of Ballarat  
2008/2009 Financial Report

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.

Handwritten signature of G. E. Kallio in blue ink.

Principal Accounting Officer  
G. E. Kallio CPA  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

In our opinion the accompanying financial statements present fairly the financial transactions of the Ballarat City Council for the year ended 30 June 2009 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 23<sup>rd</sup> September 2009 to certify the financial statements in their final form.

Handwritten signature of Judy Verlin in blue ink.

Judy Verlin  
Councillor  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

Handwritten signature of Noel Perry in blue ink.

Noel Perry  
Councillor  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

Handwritten signature of Anthony Schinck in blue ink.

Chief Executive Officer  
Anthony Schinck  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

# STANDARD INCOME STATEMENT

For the year ending 30 June 2009

	2008/2009 Budget \$'000	2008/2009 Actual \$'000	Variance \$'000	Variance %	Ref
<b>Revenue from ordinary activities:</b>					
Rate revenue	51,931	53,364	1,433	2.8	
Statutory fees, charges and fines	26,124	26,651	527	2.0	
Grant revenue	17,246	20,915	3,669	21.3	1
Capital grant revenue	6,477	8,629	2,152	33.2	2
Reimbursements	121	155	34	28.1	
Interest revenue	1,116	1,691	575	51.5	3
Other revenue	9,606	14,166	4,560	47.5	4
<b>Total revenues</b>	<b>112,621</b>	<b>125,571</b>	<b>12,950</b>	<b>11.50</b>	
<b>Expenses from ordinary activities:</b>					
Employee costs	35,597	36,701	1,104	3.1	
Contract payments, materials and services	32,262	33,714	1,452	4.5	
Depreciation	22,074	20,636	(1,438)	6.5	
Borrowing costs	977	849	(128)	13.1	5
Other expense	6,632	6,213	(419)	6.3	
<b>Total expenses</b>	<b>97,542</b>	<b>98,113</b>	<b>571</b>	<b>0.59</b>	
Net gain (loss) on disposal of assets	0	298	298	0	
<b>Net surplus (deficit) from operations:</b>	<b>15,079</b>	<b>27,756</b>	<b>12,677</b>	<b>84.07</b>	

# STANDARD BALANCE SHEET

As at 30 June 2009

	Budget 2008/2009 \$'000	Actual 2008/2009 \$'000	Variances \$'000	%	Ref
<b>Current assets</b>					
Cash assets	17,450	46,935	29,485	169	<b>6</b>
Receivables	6,404	6,635	231	4	
Non-current assets held for sale	0	314	314	0	
Other	762	946	184	24	
<b>Total current assets</b>	<b>24,617</b>	<b>54,830</b>	<b>30,213</b>	<b>123</b>	
<b>Non-current assets</b>					
Receivables	96	8	(88)	92	
Property, plant and equipment	905,051	1,001,406	96,355	11	<b>7</b>
Investment Property	0	5,048	5,048	0	
Investments in associates	1,724	1,933	209	12	
<b>Total non-current assets</b>	<b>906,871</b>	<b>1,008,395</b>	<b>101,524</b>	<b>11</b>	
<b>Total assets</b>	<b>931,488</b>	<b>1,063,225</b>	<b>131,737</b>	<b>14</b>	
<b>Current liabilities</b>					
Payables	4,973	8,475	3,502	70	<b>8</b>
Trusts	1,597	1,670	73	5	
Interest bearing liabilities	2,460	2,670	210	9	
Provisions	7,677	8,735	1,058	14	<b>9</b>
<b>Total current liabilities</b>	<b>16,707</b>	<b>21,550</b>	<b>4,843</b>	<b>29</b>	
<b>Non-current liabilities</b>					
Interest bearing liabilities	10,734	10,525	(209)	2	
Provisions	1,671	2,055	384	23	<b>9</b>
<b>Total non-current liabilities</b>	<b>12,405</b>	<b>12,580</b>	<b>175</b>	<b>1</b>	
<b>Total liabilities</b>	<b>29,112</b>	<b>34,130</b>	<b>5,018</b>	<b>17</b>	
<b>Net assets</b>	<b>902,376</b>	<b>1,029,095</b>	<b>126,719</b>	<b>14</b>	
<b>Equity</b>					
Accumulated surplus	580,242	600,552	20,310	4	
Other reserves	1,379	2,315	936	68	<b>10</b>
Asset revaluation reserve	320,755	426,228	105,473	33	<b>11</b>
<b>Total equity</b>	<b>902,376</b>	<b>1,029,095</b>	<b>126,719</b>	<b>14</b>	

# STANDARD CASH FLOW STATEMENT

For the year ending 30 June 2009

	2008/2009 Budget \$'000	2008/2009 Actual \$'000	Variances		
	Inflows (Outflows)	Inflows (Outflows)	\$'000	%	Ref
<b>Cash flows from operating activities</b>					
<b>Payments</b>					
Employee costs	(36,966)	(36,049)	917	2	
Contract payments, materials and services	(30,893)	(38,579)	(7,686)	25	
Other expenses	(6,632)	(6,213)	419	6	
<b>Receipts</b>					
General rates	51,412	52,997	1,585	3	
Government grants	23,723	31,133	7,410	31	
User charges	26,124	26,017	(107)	0	
Net GST refund	0	3,958	3,958	0	
Interest	1,116	1,691	575	52	
Reimbursements	121	155	34	28	
Other revenue	2,106	5,381	3,275	156	
<b>Net cash flow from operating activities</b>	<b>30,111</b>	<b>40,491</b>	<b>10,380</b>	<b>34</b>	<b>12</b>
<b>Cash flow from investing activities</b>					
<b>Payments for:</b>					
Infrastructure, property, plant and equip	(28,924)	(29,534)	(610)	2	
Loans and advances	0	0	0	0	
<b>Proceeds from:</b>					
Property, plant and equipment	(523)	1,034	1,557	298	<b>13</b>
Loans and advances	0	15	15	0	
<b>Net cash flow from investing activities</b>	<b>(29,447)</b>	<b>(28,485)</b>	<b>962</b>	<b>3</b>	
<b>Cash flow from financing activities</b>					
Interest and other costs of finance	(977)	(853)	124	13	
Proceeds from borrowings	1,557	1,557	0	0	
Repayment of borrowings	(2,557)	(2,556)	1	0	
<b>Net cash flow from financing activities</b>	<b>(1,977)</b>	<b>(1,852)</b>	<b>125</b>	<b>6</b>	
<b>Net increase/(decrease) in cash held</b>	<b>(1,314)</b>	<b>10,154</b>	<b>11,468</b>	<b>873</b>	
Cash at beginning of period	18,764	36,781	18,017	96	
<b>Cash at end of period</b>	<b>17,450</b>	<b>46,935</b>	<b>29,485</b>	<b>169</b>	

# STANDARD STATEMENT OF CAPITAL WORKS

For the year ending 30 June 2009

Capital works areas	Budget	Actual	Variances		
	2008/2009	2008/2009	\$'000	%	Ref
	\$'000	\$'000	\$'000	%	Ref
<b>Buildings</b>	3,724	1,753	1,971	53	
Land	0	31	(31)	0	
Subdivision assets	7,566	8,587	(1,021)	13	
Furniture and fittings	0	41	(41)	0	
Artworks	0	1,853	(1,853)	0	
Infrastructure	18,338	15,304	3,034	17	
Plant and equipment	3,308	4,337	(1,029)	31	
Recreation and business structures	3,488	5,555	(2,067)	59	
<b>Total capital works</b>	<b>36,424</b>	<b>37,461</b>	<b>(1,037)</b>	<b>3</b>	
<b>Represented by:</b>					
Renewal	17,850	22,381	(4,531)	25	
Upgrade	3,056		3,056	100	
New assets	15,518	15,080	438	3	
<b>Total capital works</b>	<b>36,424</b>	<b>37,461</b>	<b>(1,037)</b>	<b>3</b>	

Property, infrastructure, plant and equipment movement	Budget	Actual	Variances		
	2008/2009	2008/2009	\$'000	%	
Reconciliation worksheet	\$'000	\$'000	\$'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	36,424	37,461	(1,037)	3	
Asset revaluation movement	0	(7,987)	7,987	0	
Depreciation and amortisation	(22,074)	(20,636)	(1,438)	7	
Written down value of assets sold	0	(736)	736	0	
<b>Net movement in property, infrastructure, plant and equipment</b>	<b>14,350</b>	<b>8,102</b>	<b>6,248</b>	<b>44</b>	

# STANDARD STATEMENTS

## 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 is 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.

## Standard Income Statement

The Standard Income Statement shows a net surplus from operations of \$27.74 million for the year ended 30 June 2009. The major impact on the financial operations compared to the adopted budget were an increase in revenue from statutory fees and charges, grants, interest and other revenue resulting in a net total of \$12.95 million in increased revenue.

The following analysis of the major variances to the adopted budget is provided for information purposes.

### (1) 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. The first Victorian Grants Commission general grant instalment for 2009-2010 was paid in the 2008-2009 financial year, and as per accounting standards was recognised as income in the 2008-2009 year.

### (2) Capital grants revenue

Additional grants funding was received for capital projects, including road funding and an additional \$2.5 million for the Eureka Centre Stage 2.

### (3) Interest revenue

Interest income exceeded budget due to the stronger cash position at commencement of year and the higher than anticipated levels of cash held throughout the financial year.

### (4) Other revenue

Council received greater than anticipated donated assets from subdivisions and artwork donations during the 2008-2009 financial year.

### (5) Borrowing costs

The stronger cash position allowed borrowings to be deferred in the 2008-2009 year, thus reducing the need to refinance and therefore reducing borrowing costs

## Standard Balance Sheet

### (6) Cash assets

The cash position for the Council was \$29.48 million higher than budgeted. The improved cash position is attributed to three main factors:

1. Cash held at 1 July 2008 was \$18.01 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 2009-2010 financial year to enable uncompleted projects to be finalised;
3. Sundry creditors at 30 June 2009 were greater than expected, resulting in additional cash funds.

### (7) Property, plant and equipment

Revaluations of property and infrastructure during the previous two years resulted in unexpected increases. No reliable budget forecast was able to be made for the revaluations.

### (8) Payables

Sundry creditors at 30 June 2009 were greater than expected. This was offset by additional cash funds being held.

### (9) Provisions

Changes in the treatment of employee 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) Other reserves

Other reserves were higher than budgeted due to increased subdivision donations and the Ballarat Livestock Selling Centre Reserve, which was unbudgeted for in the 2008-2009 financial year.

### (11) 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.

## Standard Cash Flow Statement

The Standard Cash Flow Statement shows a net increase in cash resources of \$10.15 million for the year ended 30 June 2009. The following analysis is provided for information purposes.

### (12) 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 2007-2008 financial year being brought forward to the 2008-2009 financial year. Although the cash balances and the end of the 2007-2008 financial year were sufficient to fund the increase in payments.

Council also experienced a higher level of growth within the municipality which result in increased revenues for the year. These increased revenues were collected, in addition outstanding debts during the 2008-2009 were reduced resulting in additional cash received. There was also an increase in government grants received for a variety of projects that were unbudgeted.

### (13) Property, plant and equipment

A number of items of property, plant and equipment were sold that were not included in the budget. A number of items sold for greater than anticipated, resulting in a profit on asset sales.





City of Ballarat

2008/2009 Financial 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: 24<sup>th</sup> September, 2009

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 24<sup>th</sup> September 2009 to certify the standard statements in their final form.

Judy Verlin  
Councillor  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

Noel Perry  
Councillor  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

Anthony Schinck  
Chief Executive Officer  
Ballarat  
Dated: 24<sup>th</sup> September, 2009

# VAGO

Victorian Auditor-General's Office

## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, City of Ballarat

#### *The Financial Report and Standard Statements*

The accompanying financial report for the year ended 30 June 2009 of 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 the financial statements has been audited.

The accompanying standard statements for the year ended 30 June 2009 of the Council which comprises of standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and 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 the 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.

# VAGO

## Victorian Auditor-General's Office

### Independent Auditor's Report (continued)

I believe that the audit evidence I have 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 report and standard statements published in both the annual report and on the website of the City of Ballarat for the year ended 30 June 2009. 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 Council's 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 City of Ballarat as at 30 June 2009 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  
28 September 2009

  
F D R Pearson  
Auditor-General



## CONTACT US

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