



ANNUAL REPORT 2012 -2013



OUR VISION

OUTCOME 01



01: GROWTH AND DEVELOPMENT

We are creating a sustainable mix of residential, commercial and industrial development and infrastructure that provides a high quality of life.

OUTCOME 02



02: PEOPLE AND COMMUNITIES

We are providing a safe, healthy, environmentally sustainable, innovative and well serviced community that has equal access to opportunities. Is proud of its heritage, is welcoming of diversity and respected by others.

OUTCOME 03



03: DESTINATION AND ECONOMY

We are striving to be a respected regional leader with a strong profile that encourages tourism and attracts new residents and business by promoting Ballarat's unique lifestyle benefits.

OUTCOME 04



04: MANAGING OUR BUSINESS

We are providing responsive and accessibly leadership, advocacy and efficient service delivery within sound financial management and accountable government practises.

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Front page image: The new national Museum of Australian Democracy (M.A.D.E) in Ballarat official opened its doors on Saturday 4 May, 2013. M.A.D.E is located on the corner of Stawell and Eureka streets, Ballarat. It is open 10am to 5pm, every day except public holidays. For more information visit www.made.org

Every year the City of Ballarat reviews the way it reports achievements and challenges to ensure reporting and readership needs are met. Feedback on the Annual Report is encouraged.

To have your say email: ballcity@ballarat.vic.gov.au
or post to City of Ballarat, PO Box 655, Ballarat, VIC, 3353.

The City of Ballarat acknowledges the Wathaurong people as the traditional custodians of this land.



Pictured: The Botanical Gardens

INTRODUCTION

WELCOME TO THE 2012 – 2013 ANNUAL REPORT FOR THE CITY OF BALLARAT

Prepared in accordance with the requirements and guidelines of the Local Government Act 1989, the City of Ballarat 2012-2013 Annual Report provides a detailed outline of Council's performance and financial situation from 1 July 2012 to 30 June 2013.

The Annual Report is underpinned by the City of Ballarat Council Plan 2009-2013, which outlines Council's strategic objectives and key strategies. As part of this Plan, Council embarked on an ambitious program of projects and strategies to be delivered over the 12/13 financial year. We hope this document provides you with a good understanding of achievements, progress and challenges of Council over the past 12 months.

Where to get a copy

Hard copy versions of the Annual Report can be viewed at Council's Customer Service Centre, The Phoenix, 25 Armstrong Street South. Electronic copies are available on the City of Ballarat website www.ballarat.vic.gov.au

Want more information?

The Annual Report 2012-2013 contains important information about the City of Ballarat. If you need clarification or further information on content contact the City of Ballarat by:

Telephone: Call Council's Customer Service team between 8am and 5pm weekdays on (+61 3) 5320 5500 or via the National Relay Service on 133 677 and quote 03 5320 5500.

Email: Contact Council's Customer Service team at ballcity@ballarat.vic.gov.au

Web: Visit www.ballarat.vic.gov.au

Fax: Send a fax to Council's Customer Service team on (03) 5333 4061

In person: Visit Council's Customer Service Centre located at 25 Armstrong Street South, Ballarat

By post:

City of Ballarat

PO Box 655

Ballarat 3353, Victoria, Australia

**87,000
MEALS ON WHEELS
DELIVERED**



**124,529 VISITORS TO
THE ART GALLERY
OF BALLARAT**

**\$361,543
PROVIDED TO THE COMMUNITY THROUGH
GRANTS**

**64,000 VISITORS TO
HER MAJESTY'S THEATRE**



Pictured: Lake Wendouree

FAST FACTS

2012 – 2013

2,230 TWITTER FOLLOWERS



1,050 FACEBOOK FOLLOWERS

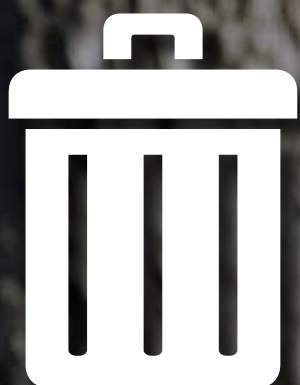
CITY OF BALLARAT MUNICIPALITY
740KM²

13,896
MATERNAL AND CHILD HEALTH VISITS



84,300 PEOPLE ATTENDED
CITY OF BALLARAT EVENTS

650,000
VISITORS TO THE
AQUATIC CENTRE



2,561,687
GARBAGE AND RECYCLING
BINS COLLECTED

101,900
CUSTOMER SERVICE CALLS



Pictured: Victoria Park

FAST FACTS

2012 – 2013

1056 PLANNING
APPLICATIONS
APPROVED



658,174
ITEMS WERE BORROWED VIA OUR
THREE LIBRARIES AND ONE
MOBILE LIBRARY

657 KILOMETRES OF **ROADS**

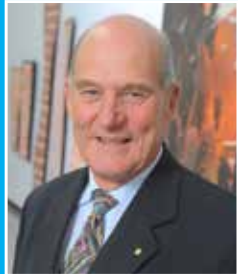
1,373 KILOMETRES OF
FOOTPATHS MAINTAINED



THE YEAR IN REVIEW

A MESSAGE FROM

THE MAYOR



The first nine months of this Council and my term as Mayor has been a challenging, exciting and productive period.

On behalf of my fellow Councillors, I thank the previous Council for their hard work and dedication to our city during their term in office.

They have certainly provided us with a firm foundation upon which to build over the next four years.

Strategic planning initiatives in the form of the Ballarat West Growth Area and Ballarat West Employment Zone have ensured our city is well placed to meet the challenges of housing, infrastructure and employment opportunities into the future.

2013 also saw the official opening of the Museum of Australian Democracy at Eureka (MADE) and the first stage of the Ballarat Regional Soccer Facility, two major projects of the previous Council.

These two initiatives represent major developments for tourism and sport and recreation in our city.

This Council, through the 2013/14 budget has committed \$2.7 million to complete the second stage of the Regional Soccer Facility, and pleasingly has also been successful in securing matching funding from the Federal Government to complete the project.

The development of our first budget and the 2013 -2017 Council Plan were the highest priorities of this Council during the first nine months of our term.

As part of this process, in February this year we began the biggest conversation Council has ever had with the Ballarat community.

Through Ballarat Imagine, Council received almost 6500 responses from people telling us what they loved about Ballarat, the things they imagined for its future and what they wanted to retain.

People made their submissions at a wide variety of events and markets held during autumn, while others got in touch with us online via council's website or through social media.

Among a host of responses, people told us they loved our heritage, our lifestyle and sense of community, Lake Wendouree and the Ballarat Botanical Gardens.

They imagined more events, more entertainment and tourist attractions, transport improvements, improved economy, shopping and jobs and improved landscape and environment.

People wanted to retain our heritage, Lake Wendouree, the Botanical Gardens, street trees and bushland.

The consultation with our community made possible through Ballarat Imagine has been essential in formulating our Council

Plan 2013-2017 as well as Council's 2013/14 budget.

In the Council Plan 2013-2017, I believe we have outlined a vision for our city that is both ambitious and practical.

It is a strategic document that sets out clear goals for our city and one that reflects the priorities that the Ballarat community has told us are important through Ballarat Imagine.

Significantly, for the first time our Council Plan also incorporates our Health and Wellbeing Plan, which means that Council's health and wellbeing priorities are at the core of every project and service that we deliver.

Priorities identified in the plan include better community facilities for recreation, the redevelopment of the Civic Hall site, more investment in roads, especially rural roads, and higher maintenance standards across the city.

It means more trees, support for our arts and cultural institutions and more support for community-led projects.

The passing of the 2013/14 budget clearly demonstrates our commitment to these priorities.

The program of works includes \$72 million worth of projects for the community, including \$17 million for a 50 metre indoor swimming pool and neighbourhood aquatic play facilities.

It also includes \$8 million towards one of the most pressing internal issues for Council, the revitalisation of the Civic Hall precinct.

The most significant issue facing Council and Ballarat as a city is population growth, with our city one of Australia's fastest growing regional centres.

Through our commitment to significant investment in our infrastructure, this Council is working to ensure Ballarat is well placed to take advantage of the opportunities presented by growth, while maintaining the qualities that have always made our city a great place to live.

One of the guiding principles of this Council is that, like the people who built this city a century and a half ago, we want to leave a strong legacy for future generations as our wonderful city continues to grow and develop.

The feedback that we received through the Ballarat Imagine process have helped Council determine 'Our Vision for 2040', which will be achieved by applying five key principles:

- Principle 1. Our beautiful and unique city
- Principle 2. Ballarat's quality of life – a great mix of city and country
- Principle 3. Sustainable growth that benefits our community
- Principle 4. A healthy, safe community
- Principle 5. Council leadership in achieving our vision

These principles will guide us in the development of the Ballarat Strategy, which will set out the vision for the city that we as a community want in 2040.

In their vision for this city, our forefathers have left a magnificent legacy for us all to enjoy.

The superb buildings and streetscapes, parks and gardens and Lake Wendouree - these are result of people with conviction, acting boldly to create the best city they could possibly build.

Our responsibility as a Council is to do the same for current and future generations of Ballarat residents.

By delivering a range of bold projects and more than 100 services for our community, this Council is committed to achieving this aim.

Cr John Burt OAM
Mayor

THE YEAR IN REVIEW

A MESSAGE FROM

THE CEO



In 2012/13, the City of Ballarat has continued to deliver on a broad range of key projects, services to our community while maintaining the strong financial position that has been the hallmark of the Council over many years.

NEW COUNCIL

Council elections in October 2012 saw a number of changes to the Councillor group. I would like to thank the previous Council group for the hard work over their four year term, a contribution which has left the city in a position of strength for the challenges of the future.

The new Council was sworn in at a Special Council Meeting in November, and they have certainly set about the task of providing leadership with energy and drive.

Council has worked hard over many months to formulate their vision for the city during their term in office.

COMMUNITY ENGAGEMENT

An important stage in this process was Ballarat Imagine, the biggest conversation we've ever had with our community.

The initiative drew a fantastic response from the Ballarat community, with almost 6500 response received from March to May this year.

This process has helped Councillors develop the 2013-2017 Council Plan, a document which provides clear direction for the organisation and reflects the priorities that the community said were important through Ballarat Imagine.

FINANCIAL MANGEMENT

Robust financial management has been a focus for Council over a number of years and 2012/13 is certainly no exception.

Our financial position remains strong, with an operating budget of \$141 million, community assets of \$1.4 billion under management. Council has delivered more than 100 services to the community.

Like all local government areas in Victoria, Council was informed in July last year that it was required to make up a shortfall in the Local Authorities Superannuation Fund Defined Benefit Plan following an actuarial review in 2011.

The benefits of Council's financial discipline over many years was brought to the fore during this period, with Council choosing to pay its share of the shortfall, \$9.7 million in full, saving the city hundreds of thousands of dollars in interest payments.

MAJOR PROJECTS

The Ballarat West Employment Zone took a major step forward with the masterplan for the 630 acre site completed.

The Employment Zone, which when fully developed will deliver around 9000 jobs and inject \$5 billion into the local economy each year.

Council was delighted to receive \$835,000 in Regional Development Victoria funding, matched by Council, to move the project to the next stage through the development of a construction blueprint for the Employment Zone.

The announcement that Major Projects Victoria would take a lead role in the project was a further welcome development, marking the first time they have facilitated a project of this scale in our region.

Investment in recreation facilities continued in 2012/13, with the completion of the \$3.1 million Ballarat Regional Soccer Facility first stage, and the delivery of the \$1.4 million sporting ground, lighting and pavilion as part of the Alfredton Village Green project. Six new playspaces across the city were completed, while in June Council staff and Councillors worked alongside residents to deliver a successful blitz project at Cardigan Village.

The Museum of Australian Democracy at Eureka (M.A.D.E) was officially opened to the public in May 2013. M.A.D.E has developed an impressive range of displays to engage visitors on the themes of democracy and the unique role Ballarat has played in the development of democracy in Australia through the Eureka rebellion.

INVESTMENT

The creation of Council's Investment Facilitation Group was established to support new business development in Ballarat. The group has been set up to provide a one-stop shop for developers and investors for investments and applications recognised as delivering a beneficial increase in employment.

Announcements in 2013 that Mars and Fairfax will undergo expansion in Ballarat shows that major businesses are confident about their future in Ballarat.

COMMUNITY

Community events have once again been a major highlight, with the successful delivery of a range of programs including the Ballarat Begonia Festival and the growing Ballarat Heritage Weekend. Summer Sundays in the Ballarat Botanical Gardens is also now firmly established as a highlight of the annual events calendar, and has helped to reinvigorate Ballarat over summer. More than 84,300 people attended these events, an outstanding result.

I would like to thank Council and Council staff for their hard work during the past year and look forward to working with them to meet the challenges of the future.

Anthony Schinck
CEO

THE YEAR IN REVIEW

FINANCIAL REPORT

OVERVIEW

FINANCIAL SUSTAINABILITY

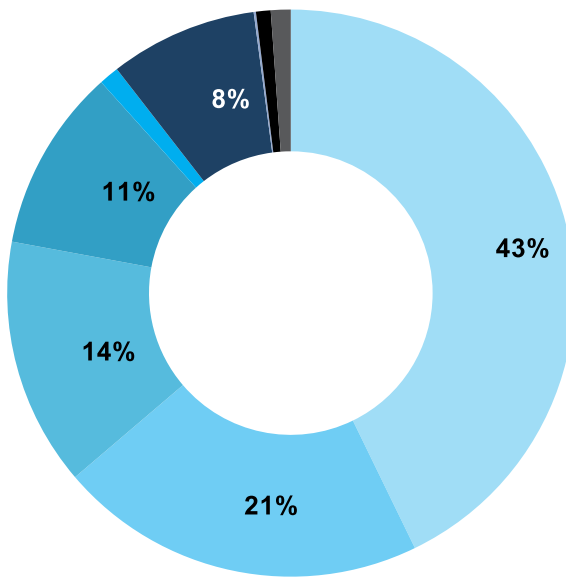
In the 2012/13 year Council had an operating budget of \$161 million, assets of \$1.4 billion and delivered in excess of 100 services to the community, including a capital budget of \$56 million.

The current economic climate and the continued need to provide 'value for money' to ratepayers, requires strong financial planning for both the short and long term outlook. This is achieved through a rigorous process of financial planning developed within an overall framework, which guides Council in identifying community needs and aspirations, converting these into objectives and strategies and costing them into Council's Long Term Financial Plan.

FINANCIAL PERFORMANCE

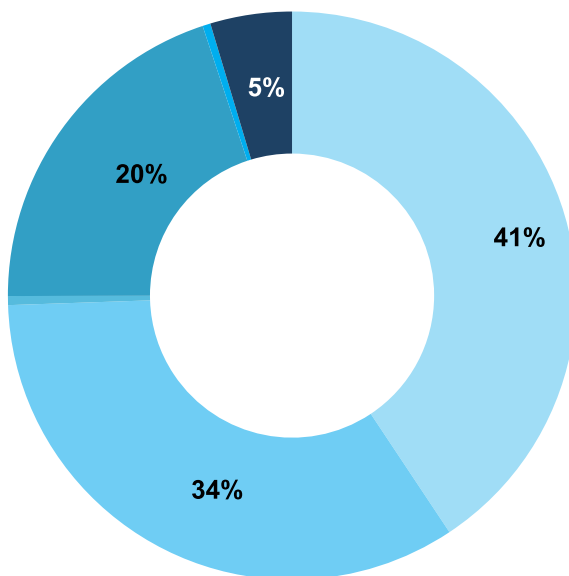
The City of Ballarat has again recorded a positive financial result, delivering a profit of \$32.6 million and a cash balance at 30 June 2013 of \$29.7 million. This result takes into account the continued issues Council faces in regards to the operations of the Smythesdale Landfill and the payment of \$9.7 million to the defined benefits schemes for the unfunded liability of that scheme.

Taking into account these unforeseen financial issues the City of Ballarat has continued to remain within the parameters of the Long Term Financial Strategy which gives Council the ability to deliver the Council Plan.



Income

- Rates and charges (43%)
- User fees charges and fines (21%)
- Grants - recurrent (14%)
- Grants - non-recurrent (11%)
- Contributions - cash (1%)
- Contributions - non-monetary assets (8%)
- Profit on disposal of assets (0%)
- Interest (1%)
- (1%)



Expenditure

- Employment benefits (41%)
- Material and services (34%)
- Bad and doubtful debts (0%)
- Depreciation and amortisation (20%)
- Finance costs (0%)
- Other expenses (5%)

THE YEAR IN REVIEW

SNAPSHOT

EVERY YEAR THE CITY OF BALLARAT DELIVERS A RANGE OF PROJECTS AND SERVICES THAT BENEFIT THE RESIDENTS OF OUR MUNICIPALITY. HERE IS A SNAPSHOT OF OUR ACHIEVEMENTS OVER THE 2012/13 FINANCIAL YEAR.

GROWTH & DEVELOPMENT

Strategic Goal; A sustainable mix of residential, commercial and industrial development and infrastructure that provides a high quality of life.

- Two major road infrastructure projects were completed including the new Docwra Street bridge in Magpie and reconstruction of a 2.5km stretch of the Learmonth-Sulky Road. A further \$14 million was spent on other road rehabilitation and renewal projects.
- The detailed design stage of the \$38 million Ballarat West Link Road was completed with the construction of a section of the new road south of Remembrance Drive to commence late 2013.
- Commenced the Ballarat Strategy by initiating “Ballarat Imagine” and releasing a Discussion Paper for comment. Our Vision for 2040 was then prepared to outline the aspirations for Ballarat to 2040.
- A total of 12 planning scheme amendments were completed, four of which were private applications.
- The Ballarat West Precinct Structure Plan (PSP) was completed and incorporated into the Planning Scheme, concluding four years of precinct structure planning for the Ballarat West Growth Area
- The fourth Ballarat Heritage Awards were announced at a formal awards ceremony on Friday 10 May.
- Sturt Street Subsurface irrigation installation continued with six blocks now complete.
- 82% of planning applications completed within the statutory time frames.
- Six new playspace developed
- The \$1.4 million new sporting ground, pavilion and lighting at Alfredton Village Green was completed.
- \$3.1 million pavilion works completed at Ballarat Regional Soccer Facility.
- Cardigan Village blitzed in June.

For more detailed information on Council’s Growth and Development portfolio achievements over the 2012/13 financial year see page 62.

PEOPLE AND COMMUNITIES

Strategic Goal: A safe, healthy, environmentally sustainable, innovative and well-serviced community that has equal access to opportunities, is proud of its unique heritage, is optimistic about its future, welcomes diversity and is respected by others.

- Council successfully applied for Early Years Facility grants for upgrades to seven council owned kindergartens and the development of two new kindergartens.
- The Engaging Children In Decision Making Guide was finalised and published. The guide outlines when, why and how to engage children in decisions that impact on them.
- Ballarat's Biggest Playgroup was held at the Ballarat Library during March and involved 450 participants.
- Since 2012, Council has co-ordinated enrolments for four year old kindergarten through the Centralised Kindergarten Enrolment (CKE) scheme. This 2013 school year was the first year that children have been offered places under the scheme.
- Harmony Fest 2013 was a huge success with 6200 people attending the event.
- City of Ballarat Youth Awards 2012 held and major youth consultation undertaken.
- Successful funding application for over \$385,000 was received to establish a Digital Hub in Ballarat Library to support the rollout of the NBN in our region.
- Ballarat Library launched eBook and eAudio collections with a wide range of several thousand titles.
- In October 2012 a new library website and app was launched to provide online access to library services for the Central Highlands Libraries network.
- Over \$310,000 awarded to community groups and organisations through 79 Community Impact Grants.
- 19 exceptional young people were appointed to Youth Council to work with Council in February 2013.

For more detailed information on Council's People and Communities portfolio achievements over the 2012/13 financial year see page 69.

DESTINATION AND ECONOMY

Strategic Goal: A respected regional leader with a strong profile that encourages tourism and attracts new residents, enhances economic activity and attracts new business by promoting Ballarat's unique lifestyle benefits and infrastructure.

- The Ballarat West Employment Zone Master Plan was completed and adopted which guides the development of a 630 hectare site in Ballarat's West. The BWEZ will deliver 9,000 and up to \$5 billion economic output annually on completion
- Museum for Australian Democracy at Eureka was officially opened to the public in May, 2013.
- Council implemented the Economic Strategy 2010 – 2014 to drive investment and employment creation for the city.
- 84,300 people attended our community events including the Ballarat Begonia Festival, Heritage Weekend, Summer Sundays, Christmas Street Party and Australia Day.
- In October 2012 the first Ballarat Cabaret Festival was held across seven venues in central Ballarat and was a huge success selling in excess of 1,400 tickets.
- Finalisation of the loan of the Eureka Flag to M.A.D.E in consultation with the Gallery community and Flag stakeholders and successful transfer of the Flag to M.A.D.E
- Backspace Gallery established - a free space for local artists to show their various works of art in a gallery atmosphere
- A new Ballarat Regional Tourism marketing strategy was devised anchored by seasonal campaigns
- ABC TV series The Dr Blake Mysteries filmed at locations across Ballarat.

For more detailed information on Council's Destination and Economy portfolio achievements over the 2012/13 financial year see page 74.

MANAGING OUR BUSINESS

Strategic Goal; Provide responsive and accessible leadership, advocacy and efficient service delivery within sound financial management and accountable government practices.

- Council implemented a standardised risk management software system making Council operations more efficient and improves customer service levels.
- Council adopted its Environment Sustainability Strategy 2012-2014 which allocated responsibilities for mitigating organisational risks associated with climate change, threats to biodiversity, greenhouse gas emissions reduction and reducing our energy, water and waste production to a number of business units.
- The Harnessing Ballarat's Storm Water Project was completed with a significant detention basin and pump station installed near the corner of Gillies Street and McKenzie Drive in Wendouree West and a storm water supply line to the rear of Stockland Wendouree Shopping Centre.
- Staff Recognition was continued with internal excellence awards and also a continuation of staff service recognition awards
- Developed and implemented Council Space, a secure portal for Councillors to access information
- Delivery of Ballarat Imagine community consultation project – branding, production of collateral and managed community engagement opportunities. The largest conversation ever had with our community.

For more detailed information on Council's Managing our Business portfolio achievements over the 2012/13 financial year see page 78



Pictured: Summer Sundays - held in the Ballarat Botanical Gardens during January.



CALENDAR OF 2012/2013

EVENTS

DURING THE YEAR, COUNCIL HELD MANY VARIED EVENTS SOME HIGHLIGHTS ARE INCLUDED BELOW:



JULY 2012

- Ballarat Heritage Database launched
- Planning goes online
- Mobile library takes its first trip
- Designated Driver Program launched
- Prince of Wales Park lighting project completed



SEPTEMBER 2012

- City of Ballarat Youth Awards announced
- Ballarat Library hosts 'Travelling Treasures'
- Judith Anne Boag named 2012 Senior of the Year
- Official opening of avenue to mark Queen Elizabeth II Diamond Jubilee
- Ballarat 2012 Olympians and Paralympians Civic Reception



NOVEMBER 2012

- Art Gallery of Ballarat hosts 'Able Art' exhibition
- White Ribbon Day held
- Peel Street South film launch
- Mayor and Deputy Mayor appointed
- Fire Action Week held



AUGUST 2012

- Unicorn Lane Gallery official opening
- Parent Place opens
- Literacy and Numeracy Week Celebrations held
- B32 Ballarat Business Month held



OCTOBER 2012

- New Council elected
- National Week of Deaf People
- Community Safety Awards announced
- Bakery Hill Sculpture Commissioned
- Children's Week held
- Ballarat Seniors Festival held
- Trades Hall Civic Reception
- Run Ballarat held



DECEMBER 2012

- Backspace Gallery Eureka Exhibition
- City of Ballarat Christmas Street Party
- 2013 Organs of the Goldfields launch
- Eureka 158 Celebrations held
- East Timor Independence 10th Anniversary launch



JANUARY 2013

- Australia Day celebrations and awards held
- Unicorn Gallery hosts 'Murrindindi' exhibition
- 'Summer Sundays' held with great success
- Youth Services and Ballarat libraries host school holiday programs
- Ballarat Begonia Festival official launch
- Her Majesty's Theatre 2013 season launch
- Mars Cycling Australia Road Nationals held



MARCH 2013

- We R You project launch
- Ballarat Begonia Festival held
- Harmony Fest held at Alfred Deakin Place
- Karen Overington Play Space opening
- Golden Plate Awards launch
- YMCA International Women's Day Breakfast
- Ballarat National Theatre 75th Anniversary Civic Reception
- The 11 Eleven Project film screening



MAY 2013

- Ballarat Heritage Weekend held
- Ballarat Heritage Awards held
- Family Day Care Week held
- National Volunteers Week held
- Unicorn Gallery hosts 'see know feel am' exhibition
- Accessibility improved at Marty Busch Reserve
- M.A.D.E. official opening
- Ballarat Regional Soccer Facility opens



FEBRUARY 2013

- Unicorn Gallery hosts 'Amelia James' exhibition
- Australian Indigenous Collection launch at Ballarat Library
- City of Ballarat Backyard Tasters event
- World Interfaith Harmony Week celebration held
- Opening of Education Year Civic Reception held
- Ex-POW anniversary service
- Regional Business Leaders Forum



APRIL 2013

- Backspace Gallery hosts 'Stepping Out' exhibition
- The City of Ballarat participates in 2013 Regional Victoria Living Expo in Melbourne
- YMCA Re-cranked Recycles Program launch
- Harnessing Ballarat's stormwater project complete
- CALD Careers launch



JUNE 2013

- Doveton Street footpath completed
- 'Made in Ballarat' exhibition held at Backspace Gallery
- City of Ballarat Developers Forum held
- Bike Scope presentation held
- Buckets for trees program launched

CITY OF BALLARAT

THE CITY PROFILE



ABOUT BALLARAT

With a population of 93,500 people (Australian Census, 2011), Ballarat is the regional capital of Western Victoria.

The municipality encompasses the entire city of Ballarat and several outlying villages. The surrounding municipalities are Hepburn Shire (north of the City of Ballarat); Moorabool Shire (east); Pyrenees Shire (west); and Golden Plains Shire (south).

Ballarat is a thriving regional centre serving 400,000 people. It offers premium job opportunities, world-class education, affordable housing, exciting restaurants and retail options, accessible community services, beautiful heritage, and a great lifestyle for all.

HISTORY

The Wathaurung people were the first inhabitants of the 740 square kilometre area that makes up the municipality of the City of Ballarat.

The Wathaurung people were the first inhabitants of the 740 square kilometre area that makes up the municipality of the City of Ballarat.

The Wathaurung's traditional homelands spanned an area from Ballarat to the southern coast near Lorne, and east to the Werribee River.

In 1838 squatter William Yuille camped nearby the Black Swamp, the waterway now known as Lake Wendouree. The name Ballarat is understood to have come from two aboriginal words signifying a camping or resting place – 'balla' meaning elbow or reclining on the elbow and 'arat', meaning 'place'.

Ballarat's history changed forever in 1851, when prospectors John Dunlop and James Regan found gold at Poverty Point. In the year after the pair's discovery of a few ounces of gold while panning in the Canadian Creek, 20,000 diggers worked the goldfields hoping to find their fortune.

The city and its gold were at the centre of one of the most important moments in Australia's history.

The December 1854 uprising at Eureka was prompted by gold miners' anger at Government mining licences. When Government soldiers stormed a stockade built by the miners, 30 miners and six troopers were killed.

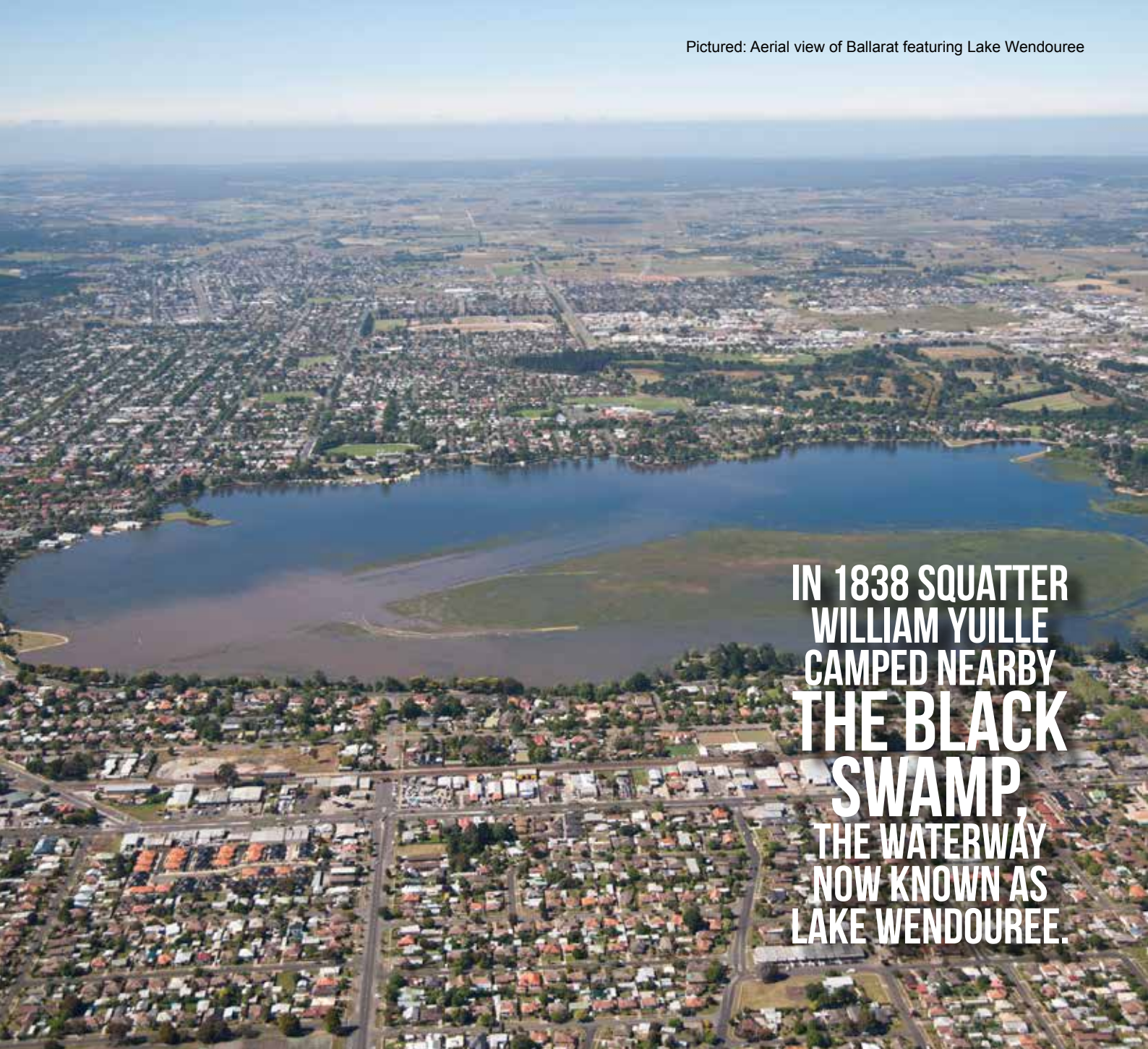
Within six months, new laws were passed aimed at giving miners a better deal, with miners licences abolished and replaced by new miners rights. The rebellion and its consequences are considered a pivotal moment in Australian Democracy.

The wealth of the goldfields fuelled the construction in Ballarat of some of the colony's finest buildings. Today, many of those buildings, such as the Ballarat Town Hall, Her Majesty's Theatre, and the Art Gallery of Ballarat, remain as lasting legacies of the goldrush.

In the year's following the goldrush, Ballarat established itself as a key centre for manufacturing.

In the nineteenth century, some of the first steam engines to work Victoria's new railways were built at Ballarat's Phoenix Foundry.

Today, manufacturing remains a vital part of the economy to this day, with leading companies such as Mars, McCain and Selkirk bricks calling Ballarat home.



**IN 1838 SQUATTER
WILLIAM YUILLE
CAMPED NEARBY
THE BLACK
SWAMP,
THE WATERWAY
NOW KNOWN AS
LAKE WENDOUREE.**



HISTORY OF THE MUNICIPALITY

Ballaarat (historical spelling) was proclaimed a town in 1852, a municipality in 1855, a borough in 1863 and a city in 1870.

The City of Ballaarat East was proclaimed in 1857. The two municipalities merged in 1921 to form the City of Ballaarat.

The City was surrounded by the Borough of Sebastopol and the

Shires of Ballarat, Bungaree, 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 Ballaarat, the Borough of Sebastopol, and parts of the Shires of Bungaree, Buninyong, Grenville and Ripon.



LIVE

One of Australia's fastest growing cities, more than 2,000 people move to Ballarat each year.

The City of Ballarat has established Ballarat's west as the site of new suburbs and is hard at work making sure the community facilities, infrastructure and jobs are in place to support the 30,000 people who are expected to move to these areas in the next 15 years.

Four new suburbs are being planned for this area, providing homes for 18,000 families. Ballarat's newest suburb of Lucas is a 750 hectare suburb and will house around 14,000 new homes.

The City of Ballarat's detailed plans will ensure these new neighbourhoods feature a variety of block sizes, tree lined streets, parks, waterways, walking paths, access to shops and connecting roads, and that land is set aside for schools, community and sporting facilities.

Ballarat has a rich and living heritage. Of Victorian municipalities, the City of Ballarat ranks equal third on the list of the most locally protected heritage places, with 64 listed heritage places on the Victorian Heritage Register, a number of places listed on the Victorian Heritage Inventory and one heritage place on the National Heritage List (Eureka Stockade).



WORK

Ballarat has the capacity to generate 20,000 jobs over 20 years (2006-2026), according to the City of Ballarat Economic Strategy.

Growing employment sectors include health, education, retail, tourism and construction. In addition to these service industries, Ballarat's manufacturing sector offers increased opportunities in areas of high value-add, such as freight and logistics, mining technology and food processing, keeping the city's manufacturing industry competitive.

Ballarat is western Victoria's leading health service provider, servicing a regional population of more than

400,000 people. The City of Ballarat is working in partnership with the Committee for Ballarat and key stakeholders to create an iconic, safe "living, recreating and working" medical and health precinct in the CBD.

Ballarat is home to the largest Information, Communications and Technology (ICT) Park in regional Australia with 30 businesses and more than 1500 employees. Plans for expansion are well-advanced. The City of Ballarat currently invests \$215,000 per annum into Ballarat's strong ICT sector, and is working closely with the University of Ballarat to expand the Technology Park, maximise

the opportunities of the National Broadband Network (NBN) and attract ICT companies that will help support the other growth industries of health, education, government administration and research.

The Ballarat West Employment Zone (BWEZ) is a 623-hectare precinct located to the west of the city. The City of Ballarat is developing the site to attract new industries that fill identified gaps in the economy, such as transport and logistics, research and development and supply chain services. When completed, the zone will house 9,000 workers.



VISIT

The Ballarat region is one of Australia's premier tourism destinations, with domestic and international visitor numbers on the rise. A city born of the gold, the nation's history surrounds on the city's streets, and lauded by such iconic names as author Mark Twain and Dame Nellie Melba, Ballarat has welcomed visits from royalty and politicians.

The iconic Sturt Street is a stunning tree-lined boulevard, with notable statues and monuments on every block of the city's CBD, and Lydiard Street, with a perfectly preserved heritage streetscape, is world-famous as a film setting.

In Ballarat, history comes to life. Home of Australia's most famous insurrection,

the 1854 Eureka Rebellion heralded the birth of democracy. Visitors walk through history following the Eureka Trail and explore the world famous Sovereign Hill, an open-air museum recreating the Ballarat Goldfields of the 1850s.

Arts and culture have a vibrant and exciting home in Ballarat. Established in 1884, the Art Gallery of Ballarat was the country's first regional gallery and today houses the nation's largest and most impressive collection of Australian art, and Her Majesty's Theatre is Australia's oldest continuously operating purpose-built theatre.

Other world-class tourist attractions include Ballarat Botanical Gardens, Ballarat Wildlife Park, Ballarat Bird World and the Gold Museum.

Visitors spend time at Ballarat's beautifully-restored Lake Wendouree, the Australian Ex-Prisoners of War Memorial and Prime Minister's Avenue. Cycling and walking trails take travellers though the picturesque landscape of the Ballarat region.

In January, thousands of cycling enthusiasts line the streets of Ballarat and Mount Buninyong to cheer the competitors of the Mars Cycling Australia Road National Cycling Championships. Community events including the Ballarat Begonia Festival and Ballarat Heritage Weekend attract large crowds of residents and visitors.



INVEST

Dedicated to economic development and supporting local businesses, Ballarat is a city "open for business".

Commercial and retail space is in demand in Ballarat and the City of Ballarat's CBD Strategy is a detailed plan that outlines opportunities for development, making sure the

beautiful architecture of the city centre is protected and enhanced, while still encouraging new investments and opportunities.

The City of Ballarat's Ballarat Industry Participation Program (BIPP) initiative has been very successful in linking local businesses with 550 businesses now

signed to the program.

The latest review shows 84 per cent of Council expenditure is awarded to Ballarat and district businesses (up from 81 per cent). The program is growing in participation and reputation every year.

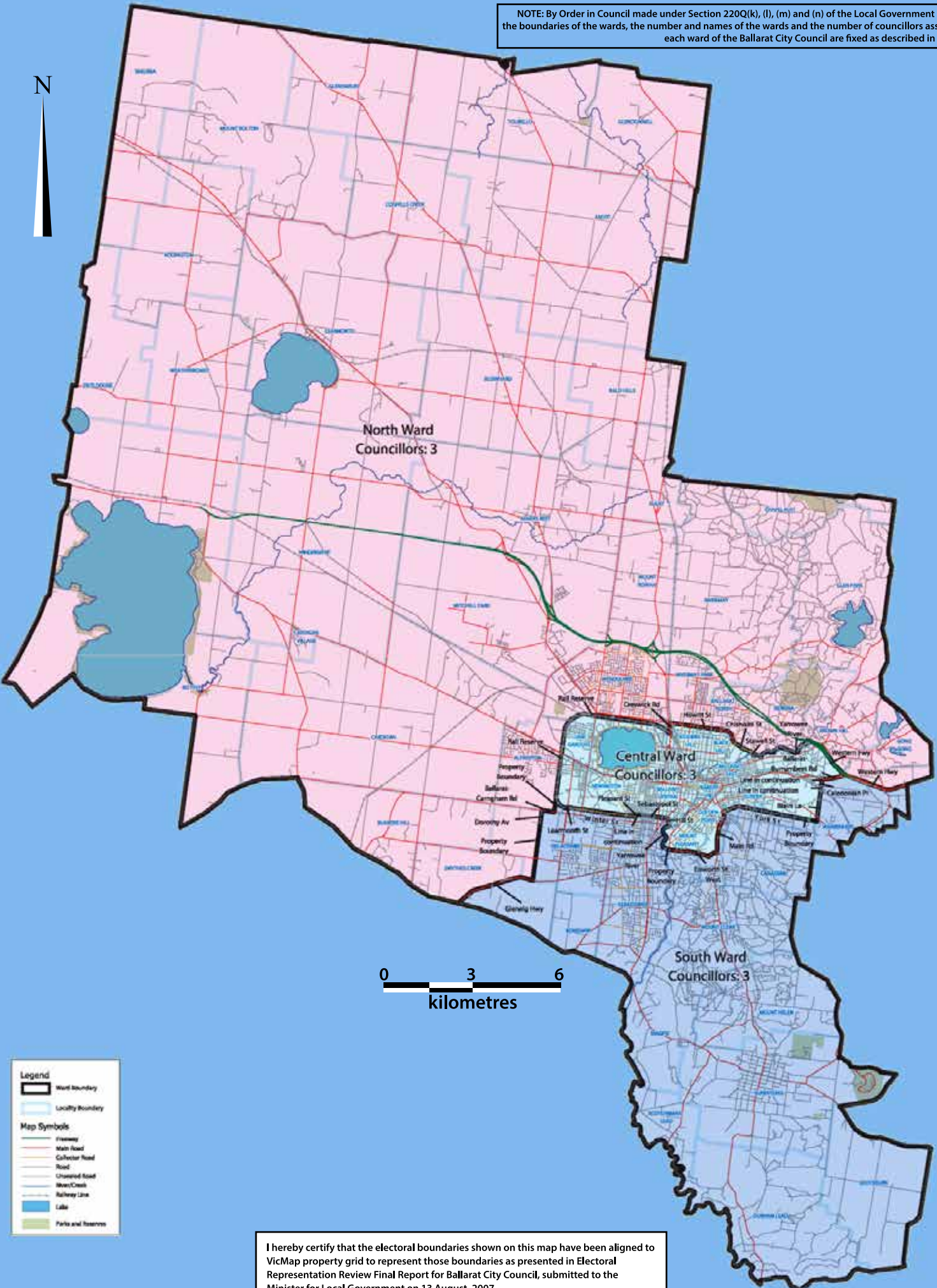
OUR COUNCILLORS

CITY OF BALLARAT'S 3 COUNCIL WARDS

Council is responsible for the stewardship and corporate governance of the organisation. The municipality is divided into three wards – Central Ward, North Ward and South Ward - represented by three Councillors in each ward.

ELECTORAL STRUCTURE OF BALLARAT CITY COUNCIL

NOTE: By Order in Council made under Section 220Q(k), (l), (m) and (n) of the Local Government Act 1989, the boundaries of the wards, the number and names of the wards and the number of councillors assigned to each ward of the Ballarat City Council are fixed as described in this plan.



Legend

- Ward boundary
- Locality boundary

Map Symbols

- Freeway
- Main Road
- Collector Road
- Road
- Chopped Road
- Stream/Creek
- Railway Line
- Lake
- Parks and Reserves

I hereby certify that the electoral boundaries shown on this map have been aligned to VicMap property grid to represent those boundaries as presented in Electoral Representation Review Final Report for Ballarat City Council, submitted to the Minister for Local Government on 13 August, 2007.

Steven Tully, Electoral Commissioner

Electoral Structure of Ballarat City Council

LEGL./07-312

OUR COUNCILLORS

It is important to note that we had two sets of Councillors serve during the 2012/13 financial year.

From July to October we were served by a group of Councillors who were first elected to Council in October 2008. They were:

Cr Mark Harris (outgoing Mayor)
Cr Cheryl Bromfield
Cr Craig Fletcher
Cr Des Hudson
Cr Samantha McIntosh
Cr Noel Perry APM
Cr John Philips
Cr Ben Taylor
Cr Judy Verlin

Following the local government election in September 2013, we welcomed a new group of nine Councillors to the City of Ballarat in November 2012. Three of the nine Councillors from the previous term were re-elected to Council for another four years – these being Cr Samantha McIntosh, Cr Des Hudson

and Cr John Philips. We thank the outgoing Councillors for their commitment, time and dedication to their role as Councillors and wish them well for their future endeavours.

The following Councillors were elected to Ballarat City Council in November 2012 for a four year term. Three Councillors were elected across our municipalities three wards, Central Ward, North Ward and South Ward. Cr John Burt OAM was elected as Mayor by his Councillor colleagues in November 2012. The following nine Councillors are the elected representatives of all residents and ratepayers across the City. Together, they have responsibility for setting the strategic direction for the municipality.

CENTRAL WARD

CR JOHN BURT OAM MAYOR



Portfolio: Growth and Development
E: johnburt@ballarat.vic.gov.au
T: 03 5320 5528

Elected to Ballarat City Council in November 2012, Cr John Burt OAM was elected as Mayor of Ballarat by his Council colleagues. Mayor Burt has a no nonsense approach to life and business and is highly regarded within the Ballarat community for his ability to achieve outcomes.

Mayor Burt has been a teacher for 45 years and is currently the Principal of Ballarat Specialist School, which he has held since 1994. In 2007 he received the Medal of the Order of Australia for service to education, particularly through the Specialist School, and to the community through a range of sporting and service organisations.

CR SAMANTHA MCINTOSH DEPUTY MAYOR



Portfolio: Destination and Economy
E: samanthamcintosh@ballarat.vic.gov.au
T: 0458 004 880

Samantha McIntosh was first elected to the Ballarat City Council in December 2008 in the North Ward of the municipality. Councillor McIntosh was re-elected in November, 2012. Councillor McIntosh is dedicated to serving her community. She is a passionate advocate for the tourism industry and events in the city.

Councillor McIntosh is a successful local real estate agent. She has trained as a registered nurse and has previously owned and managed tourism hospitality and health support venues in Ballarat over the past 16 years.

CR BELINDA COATES



Portfolio: People and Communities
E: belindacoates@ballarat.vic.gov.au
T: 0417 456 513

Belinda Coates was elected to the Ballarat City Council in November 2012 in the Central Ward of the municipality. Councillor Coates is a champion for environmental sustainability and brings a wealth of experience in this area to her Council duties.

Belinda is an experienced community advocate and has had extensive involvement with a diverse range of community groups. As a qualified social worker, Cr Coates has worked for the past two decades in health and community services, tertiary education and the public service.

NORTH WARD

CR VICKI COLTMAN



Portfolio: Growth and Development
E: vickicoltman@ballarat.vic.gov.au
T: 0418 357 712

Vicki Coltman was elected to the Ballarat City Council in November 2012 in the North Ward of the municipality. Cr Coltman is committed to ensuring Ballarat has a streamlined and supportive planning system that delivers the right outcomes for developers, residents and the city into the future.

Councillor Vicki Coltman is proactive in the community sector, frequently volunteering her time to support a number of local not-for-profit agencies. As a past employee of Lead On, IBM, Kodak, Coltman Mitre 10 and other companies, Cr Coltman is a business analyst and project manager with extensive management and IT experience.

CR AMY JOHNSON



Portfolio: Destination and Economy
E: amyjohnson@ballarat.vic.gov.au
T: 0417 018 369

Amy Johnson was elected to the Ballarat City Council in November 2012 and represents the North Ward of the municipality. Cr Johnson is a passionate supporter of community sports, racing and tourism, working closely with Ballarat Regional Tourism.

Councillor Johnson is qualified as a Health Promotion Practitioner and is passionate about community health and wellbeing. As Ballarat's youngest ever female councillor she brings a passion for city activation, fiscal responsibility, arts and events and community health to the role.

CR JOHN PHILIPS



Portfolio: People and Communities
E: johnphilips@ballarat.vic.gov.au
T: 0417 388 706

John Philips was elected to the Ballarat City Council in a by-election in March 2008 as the Councillor for the Learmonth Ward. Councillor Philips was re-elected to Ballarat City Council in December 2008 as a North Ward Councillor, and again in November 2012. Councillor Philips is dedicated to increasing the level of communication and information between Council and ratepayers, to minimise rate increases and to improve financial accountability.

Councillor Philips is involved with many community groups in the Cardigan, Miners Rest and Learmonth areas including the Country Fire Authority, the Victorian Farmers Federation, Landcare and the Ballarat Chinese Community. He is a licensed plumber, gas fitter and farmer.

SOUTH WARD

CR DES HUDSON



Portfolio: People and Communities
E: deshudson@ballarat.vic.gov.au
T: 0409 865093

Councillor Des Hudson was re-elected to Council in November 2012 having previously held the role of Deputy Mayor in 2007 and 2008. Councillor Hudson was first elected to Council in March 2002 to represent the Sebastopol Ward. Councillor Hudson is committed to being actively involved in the growth of Ballarat and in the development of a long term vision for the city. Cr Hudson advocates strongly ensuring all South Ward residents are well represented.

Councillor Hudson is a key member of a number of community groups and associations including the Ballarat Police Blue Light Committee (Life Member). Councillor Hudson is a serving member of Victoria Police with 24 years' service and is the current Youth Resource Officer for the Ballarat and Pyrenees Local Government Areas.

CR PETER INNES



Portfolio: Growth and Development
E: johnburt@ballarat.vic.gov.au
T: 03 5320 5528

Councillor Peter Innes was elected to the City of Ballarat Council in November 2012 in the South Ward of the municipality. A passionate advocate for Ballarat and the community, Councillor Innes previously served as a Councillor for the City of Ballarat between 2002 and 2008.

Councillor Innes has an extensive background in education and public service and currently runs the highly successful "Link-Up" program for young mums.

CR JOSHUA MORRIS



Portfolio: Growth and Development
E: joshuamorris@ballarat.vic.gov.au
T: 0407 325 693

Joshua Morris was elected to the City of Ballarat Council in November 2012 in the South Ward. Cr Morris is committed to serving the community and is also a council member of the Regional Advisory Council to the Multicultural Commission.

Councillor Morris has a passion for learning. He has been teaching for seven years and is currently at Darley Primary School.

COUNCIL'S STRATEGIC PURPOSE

The elected Council have determined that for the elected term their strategic purpose is:

Leading sustainable growth, strengthening our community and respecting our heritage

Council will achieve its goals by adhering to these value - based principles:

STATEMENT OF INTENT

- Demonstrate clear, decisive, and consistent direction
- Be financially responsible
- Demonstrate to the community a transparent and consultative approach to key decisions
- Advocate for Council's priorities and form partnerships to deliver the projects
- Foster innovation and creativity in the delivery of results
- Review core Council services in the context of our strategic intent
- Bring rigour and an evidence-based approach to decision making

COUNCIL PORTFOLIO STRUCTURE

This Council has established a portfolio structure that aligns councillors' strengths and expertise with the major functions of Council in the three key focus areas of the 'Ballarat: Today, Tomorrow, Together' framework, namely:

GROWTH & DEVELOPMENT, PEOPLE & COMMUNITIES and DESTINATION AND ECONOMY

This portfolio structure, shown in the diagram below:

- promotes better integration/direction for all service delivery and planning for a future of sustainable growth
- focuses on the recognition of the importance of service and planning delivery
- promotes recognition that the whole purpose of sustainable growth is to deliver benefits for the whole community

COUNCIL REPRESENTATION

Portfolio Teams

Portfolio	Councillor Representative	Lead Directors
Growth and Development	Cr John Burt OAM, Cr Joshua Morris Cr Vicki Coltman	Director Growth and Development
People and Communities	Cr Belinda Coates Cr John Philips Cr Des Hudson	Director People and Communities
Destination and Economy	Cr Samantha McIntosh Cr Amy Johnson Cr Peter Innes	Director Destination and Economy

All directors and executive managers were required from time to time to participate in discussion/projects, depending upon the nature of the issue or activity.



COUNCIL ATTENDANCE

In 2012 – 2013 there were 22 ordinary Council meetings held on the second and fourth Wednesday of the month. There were also three special Council meetings held:

20 February:
to hear Public Holiday submissions

15 May:
Council Plan and Budget submissions

8 November:
Statutory Meeting
(induction of new Council)

	Ordinary Meetings of Council	Special Council Meetings	Apology/ Leave of Absence	Total Meetings attended
Cr Bromfield	5	0	3	5
Cr Fletcher	8	0	0	8
Cr Harris	8	0	0	8
Cr Hudson	8	0	1	7
Cr McIntosh	8	0	0	8
Cr Perry	6	0	2	6
Cr Philips	8	0	0	8
Cr Taylor	7	0	1	7
Cr Verlin	8	0	0	8

October 2012 to June 2013

	Ordinary Meetings of Council	Special Council Meetings	Apology/ Leave of Absence	Total Meetings attended
Cr Burt	13	3	1	16
Cr Coates	14	2	1	16
Cr Coltman	13	3	1	16
Cr Hudson	14	3	0	17
Cr Innes	14	3	0	17
Cr Johnson	14	3	0	17
Cr McIntosh	14	3	0	17
Cr Morris	14	3	0	17
Cr Philips	13	3	1	16

GOVERNANCE



AUDIT ADVISORY COMMITTEE

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

The City of Ballarat's Audit Advisory Committee members during the 2012 – 2013 financial year were:

- Mr Geoff Johnson (Chair)
- Mr Bruce Judkins (Resigned 5 March 2013)
- Mr Shane Bicknell
- Mr Rex Carland
- Mayor - Cr Mark Harris (Ceased to be a Councillor 26 October, 2012)
- Cr Noel Perry (Ceased to be a Councillor 26 October 2012)
- Cr Judy Verlin (Ceased to be a Councillor 26 October 2012)
- Mayor - Cr John Burt (from 12 December 2012)
- Cr Vicki Coltman (from 12 December 2012)
- Cr Belinda Coates (from 12 December 2012)

The committee met five times during 2012 - 2013:

18 July 2012

5 September 2012

28 November 2012 (Informal Meeting)

13 February 2013

12 June 2013

Reports considered by the Audit Advisory Committee over the 2012 – 13 year were:

Report	Date	Status
Performance Audit – Art Gallery / Her Majesty’s Theatre and Eureka Centre	18/7/2012	Completed
Internal Audit Report – Legislative Compliance Review	18/7/2012	Completed
Defined Benefits Superannuation Liability	18/7/2012	Completed
Appointment of Chairperson	18/7/2012	Completed
Victorian Auditor General – Performance Reporting by Local Government	18/7/2012	Completed
Victorian Auditor General – Personal Expense Reimbursement, Travel Expenses & Credit Cards	18/7/2012	Completed
Victorian Auditor General – Fraud Prevention Strategies	18/7/2012	Completed
Victorian Auditor General – Interim Management Letter	18/7/2012	Completed
Three Year Internal Audit Status Report	18/7/2012	Completed
Matrix of Outstanding Items	18/7/2012	Completed
Adoption of Annual Accounts for 2011/12	5/09/12	Completed
Local Roads and Footpaths – Update	5/09/12	Completed
Insurance Audits Action Plan Update	5/09/12	Completed
Internal Audit Report – Long Term Financial Viability - Revenue	5/09/12	Completed
Matrix of Outstanding Items	5/09/12	Completed
Half Yearly Ordinary Interest Return Report	28/11/2012	Completed
Fraud Control	28/11/2012	Completed
Victorian Auditor General’s Office – Final Management Letter – Financial Audit 30 June 2012	28/11/2012	Completed
Victorian Auditor General’s Office – Closing Report for the Financial year Ending 30 June 2012	28/11/2012	Completed
Victorian Auditor General’s Office – Roads to Recovery Audit Opinion 2012	28/11/2012	Completed
Schedule of Meeting Dates for 2013	28/11/2012	Completed
Matrix of Outstanding Items	28/11/2012	Completed
Insurance Audits – Action Plan Update	13/2/2013	Completed
Internal Audit Report – OHS Strategies and Compliance Application of OHS to Contractors & Volunteers	13/2/2013	Completed
Victorian Auditor General – Local Government Results of the 2011/12 Audits	13/2/2013	Completed
Internal Audit Report – Effectiveness of Asset Management Planning	13/2/2013	Completed
Internal Audit Report – Financial Viability – Cost Management	13/2/2013	Completed
Victorian Auditor General – Better Practice Results for Financial Report Preparation for June 2012	13/2/2013	Completed
Three Year Internal Audit Plan	13/2/2013	Completed
Matrix of Outstanding Items	13/2/2013	Completed
Victorian Auditor General – Audit Strategy for the Financial Year Ending 30 June 2013	12/6/2013	Completed
Victorian Auditor General – Rating Practices in Local Government	12/6/2013	Completed
Internal Audit Report – Good Governance and Culture of Compliance	12/6/2013	Completed
Risk Management and Insurance Audit Action Plan Update	12/6/2013	Completed
Internal Audit Report – Effectiveness of Contract Procurement and Delivery	12/6/2013	Completed
Matrix of Outstanding Items	12/6/2013	Completed
Victorian Auditor General – Interim Management Letter – Financial Audit 30 June 2013	12/6/2013	Completed

LOCAL LAWS

Local Government is empowered under Part 5 of the Local Government Act 1989 to make local laws. As of 30 June 2013 the City of Ballarat had the following local laws.

LOCAL LAW NO. 17

The purpose of this local law is to act as an amending law to the previous Local Law No. 15 which it now supersedes and is effective to 31 December 2017. Details of this law are as follows:

- provide for the peace, order and good government of the municipal district of the City of Ballarat
- provide a safe and healthy environment, in which the residents of the municipality enjoy a quality of life that meets the general expectations of the community
- control and regulate emissions to the air in order to improve the amenity, environment and quality of life in the municipality
- ensure that the public can properly use and enjoy public reserves by regulating activities and behaviour in public reserves
- prohibit, regulate and control the consumption of alcohol in designated areas within the municipality
- manage, regulate and control the different uses to which roads, Council land and footpaths can be put to ensure that there is a proper balance between private uses and the need to maintain freedom of movement for the public
- manage, regulate and control the keeping of animals and birds.
- provide for an amendment to the 'Permit to Burn' clause to reduce the size of land for which such a permit is required
- introduce a requirement for businesses with shopping trolleys to utilise trolleys with coin-lock mechanisms from 1 July 2011 onwards
- create an offence for the disposal of household or business waste in public litter bins
- introduce a law requiring a permit to conduct any fireworks display

- amend the wording in Asset Protection Permits to enable officers to use their discretion as to whether to require payment of a bond prior to the issue of a permit

SALEYARDS LOCAL LAW NO. 12

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

The purpose of this local law is to:

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

MEETING PROCEDURE LOCAL LAW NO. 18

Meeting Procedures Local Law No. 18 was effective from 22 August 2012. This local law superseded Local Law No. 16. The purpose of this local law is to:

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

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

INFORMATION PRIVACY ACT 2000

The City of Ballarat aims to comply with the Information Privacy Act 2000 as well as the Health Records Act 2001. This requires Council to adhere to the 10 Information Privacy Principles as well as the 12 Health Information Principles. The City of Ballarat's privacy officer receives privacy queries and actions submitted in accordance with Council guidelines. No queries were received from external customers requesting information held within Council.

FREEDOM OF INFORMATION

How many requests did City of Ballarat receive?

Personal Requests	2
Non-Personal Requests	25

What happened?

Full access given	4
Part access given	14
Denied in full	4
Withdrawn	0
Not proceeded with	-
Act does not apply	-
Not processed	2
No documents	3
Released outside the act	-
Not finalised	

No internal reviews were conducted.
No appeals to VCAT or to the FOI commissioner were received.

The following exemptions and sections were used in decisions on access

Section 30(1)	2
Section 33(1)	20
Section 34(1)(b)	3
Section 38A(1)(a)	4

FEES AND CHARGES

\$677.70 was collected in application fees.
\$0 charges waived.

PROTECTED DISCLOSURES

With respect to Section 70 of the Protected Disclosure Act 2012, the City of Ballarat has adopted the guidelines of the IBAC with respect to handling protected disclosures.

With respect to Section 70 there was a nil return for 2012 - 2013. In other words, during the year there were no protected disclosures made to the City of Ballarat.

ACCESS TO COUNCIL INFORMATION

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

- Details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors under section 74 or 74A of the Local Government Act; the total annual remuneration for all senior officers in respect of the current financial year and the previous financial year, set out in a list that states:
 - ranges of remuneration of senior officers, where the difference between the lower amount and the higher amount in each range must not exceed \$10,000; and
 - the number of senior officers whose total annual remuneration falls within the ranges referred to in subparagraph (i);
- 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 and 98 of the Local Government Act, including the date on which the last review under section 98(6) of the Act took place;
- Submissions received in accordance with section 223 of the Local Government Act during the previous 12 months.
- Agreements to establish regional libraries under section 196 of the Local Government Act.
- Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease.
- Register of authorised officers appointed under section 224 of the Local Government Act.
- A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant;
- A list of the names of the organisations of which the Council was a member during the financial year and the details of all membership fees and other amounts and services provided during that year to each organisation by the Council;
- A list of contracts valued at \$100,000 (or such higher amount as is fixed from time to time under section 186(1) of the Act) 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.

CITIZENSHIP CEREMONIES

During the 2012-2013 financial year Council conducted 10 citizenship ceremonies to naturalise 171 candidates to become Australian citizens. The ceremonies were held at the Town Hall. Candidates were from the following countries:

Country of Origin	Number of Conferees
India	58
Russian Federation	3
United Kingdom	19
Sri Lanka	3
Thailand	4
Peoples Republic of China	13
United States	3
Republic of South Africa	5
Ghana	3
Scotland	1
Ireland, Republic of	7
Zimbabwe	4
China	1
New Zealand	1
Hong Kong SAR of the PRC	1
Malaysia	1
Bangladesh	5
Philippines	9
Togo	5
Nigeria	1
Italy	1
Colombia	3
Benin	4
Canada	1
Sudan	6
Cuba	1
Denmark	1
Mauritius	4
Iran	1
Saudi Arabia	1
Czech Republic	1

CIVIC RECEPTIONS

Civic receptions 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 the 2012–2013 financial year Council hosted 12 receptions and events

Date	Civic Reception/Event
06/07/2012	Trefoil Guilds of Australia
21/08/2012	Netball Australia – Celebration of the International Netball Event
06/09/2012	Victorian Parliament Civic Reception
27/09/2012	Ballarat's 2012 Olympic and Paralympic Competitors
05/10/2012	School Citizenship Awards
15/10/2012	Ballarat Regional Trades Labour Council 125 Years Celebration since the Laying of the Foundation Stone at the Trades Hall
23/10/2012	Citizens Honoured by Awards Under the Order of Australia in 2012
25/10/2012	Ballarat/Wimmera WorldSkills Team Returning from the National Competitions, Sydney 2012
11/02/2013	North Melbourne Football Club
14/02/2013	Opening of the 2013 Education Year
08/03/2013	Ballarat National Theatre 75th Year of Entertaining in Ballarat
24/04/2013	Her Majesty's Australia Ship (HMAS) Ballarat

EXTERNAL BODIES

COUNCILLOR REPRESENTATION – GROUPS & ORGANISATIONS, SECTION 86 COMMITTEES, ADVISORY COMMITTEES AND PORTFOLIOS 2013

GROUPS & ORGANISATIONS (with Councillor Representation not established as Advisory or Section 86 Committee)

Organisation	Portfolio Team	Councillor Representative	Backup Councillor Representative	Frequency of meetings	Council Officer Representative
Arch of Victory/Avenue of Honour Advisory Committee	Growth & Development	Cr. Burt Cr. Philips	Cr. Coltman	1st Tuesday of every 3rd month 12.30-2pm	Infrastructure Delivery Manager
Art Gallery of Ballarat Board	Destination & Economy	Cr. Johnson Cr. Coltman		2nd Monday of each month	Director Destination & Economy
Australian Local Government Women's Association (ALGWA)		Cr. Coates		Events & annual conference	
Ballarat ICT	Destination & Economy	Cr. Coltman			Director Destination & Economy
Ballarat Regional Tourism Board	Destination & Economy	Cr. McIntosh	Cr. Johnson	Monthly 3rd Tuesday. 7-9am	Director Destination & Economy
Castlemaine (Mine) Environmental Advisory Committee	Growth & Development	Cr. Innes	Cr. Morris	Quarterly 1st Thursday of month 4.30-5.30pm (Feb, May, Aug & Nov)	Coordinator Waste Water & Energy Representative from Planning Department
Central Highlands Mayors' & CEOs' Forum		Mayor of the Day (Cr. Burt)	Deputy Mayor (Cr. McIntosh)	Bi-Monthly 4th Friday 9.30-12.30pm Feb 2013	Chief Executive Officer
Commerce Ballarat	Destination & Economy	Cr. Johnson		3rd Thursday of each month	Director Destination & Economy
Committee for Ballarat		Mayor of the Day (Cr. Burt)		Bi-Monthly 1st Tuesday of each month 4-6pm Feb 2013	Chief Executive Officer or Director Growth & Development
Highlands Regional Waste Management Group	Growth & Development	Cr. Coates - Chair	Cr. Johnson	Bi-Monthly 3rd Monday Feb, April, June, Aug, Oct, Dec 9.30-12noon (meeting shift between Maryborough, Daylesford, Ballan, Linton, Beaufort & Ballarat) (Chair attend 2 days per year in Melb at Assoc. of RWMG)	Manager City Wide Services
Local Learning Education Network	People & Communities	Cr. Hudson	Cr. Innes		Manager Community Development
Major Sports & Entertainment Precinct Consortium Group	Destination & Economy	Cr. Innes Cr. Morris Cr. Philips			Chief Executive Officer & Director Destination & Economy
Municipal Association of Victoria (MAV)		Cr. Coltman		State Council & Annual Conference	Chief Executive Officer
MAV Rural South Central Region Group		Cr. Coltman		Quarterly commencing Feb 2013 11-12.30pm	Chief Executive Officer
Regional Cities Group		Mayor of the Day (Cr. Burt)	Deputy Mayor (Cr. McIntosh)	Bi-Monthly 10-1pm	Chief Executive Officer
Regional Rail Link Community Reference Group	Growth & Development Destination & Economy	Cr. Coltman	Cr. Coates	Every 2nd Wednesday of month 7.30am for 2 hours	Director Growth & Development, Director Destination & Economy
Responsible Gaming Committee	People & Communities	Cr. Hudson	Cr. Coates		Manager Community Development
Victorian Employers' Chamber of Commerce & Industry (VECCI)	Destination & Economy	Cr. Johnson			Director Destination & Economy
Victorian Local Governance Association (VLGA)		Cr. Coates		End of year & ad hoc events, annual conference in NSW	Chief Executive Officer

SPECIAL COMMITTEES OF COUNCIL CREATED PURSUANT TO S86

Committee	Portfolio Team	Councillor Representative	Backup Councillor Representative	Other members appointed by Council	Frequency of Meetings	Lead Council Officer
Ballarat Friends of Ainaro Community Committee	People & Communities	Cr. Hudson	Cr. Coates	Dianne McGrath, Tony Haintz, Andrew Miller, Rosey King, Gemma Abraham, Rob Gray, Chris Bluett, Desley Beechey, Dianne Hadden, John Macdonald & Belinda Coates	Monthly	Cultural Partnerships Officer
Ballarat Municipal Observatory Special Committee	Growth & Development	Cr. Hudson	Cr. Coates	Judith Bailey, Philip Greenbank, Elisabeth Sheedy, Leigh Ditchfield	Bi-Monthly	Manager Community Development or Manager Property
CEO Performance Review Special Committee		Mayor of the Day (Cr. Burt) Deputy Mayor (Cr. McIntosh) Cr. Coltman Cr. Hudson Cr. Innes Cr. Philips		Nil		As required
Community Impact Committee	People & Communities	Cr. Coates Cr. Hudson Cr. Philips (Cr. Johnson will join after changes to Terms of Reference)		Barbara Hughes, Geoff Sharp, Victoria Wardlaw, Michelle Anderson	Monthly	Director People & Communities, Manager Community Development
Contracts Committee	Growth & Development	Cr. Burt Cr. Coltman Cr. Morris		Nil	Weekly	Executive Manager Finance
Her Majesty's Theatre	Destination & Economy	Cr. McIntosh		Barb Dunlop, Tim Gay, Tony Cole, Ron Harrington & Peter Morey	6 weekly	Director Destination & Economy
Invermay Recreation Reserve Special Committee	People & Communities	Cr. Coltman	Cr. Johnson	Ian Daniel, Marianne Farrar, Geoffrey Fraser, Geoffrey Jenkins, Ian Martin, Peter Nunn, Ruth Nunn & Jabez Armstrong	Bi-Monthly Every 2nd month on 3rd Mon 6.45pm. Next meeting is 17 Dec	Manager Community Development

COMMITTEES ESTABLISHED UNDER OTHER ACTS

Committee	Portfolio Team	Councillor Representative	Backup Councillor Representative	Frequency of Meetings	Council Officer
Ballarat West Town Common	Growth & Development	All Councillors (as Trustees)		Not required	Manager Property Services
Coghills Creek / Glendaruel Cemetery	Growth & Development	All Councillors (as Trustees)		Not required	Manager Property Services
Learmonth Cemetery	Growth & Development	All Councillors (as Trustees)		Not required	Manager Property Services
Municipal Emergency Management Planning Committee	People & Communities	Cr. Philips	Cr. Coates	Every six months	Municipal Emergency Manager
Municipal Fire Management Planning Committee	People & Communities	Cr. Philips	Cr. Coates	Min 4 times p.a. plus special meetings as required through Summer	Municipal Emergency Manager Municipal Fire Prevention Officer

AUDIT ADVISORY COMMITTEE

Committee	Councillor Representative	Frequency of Meetings	Council Officer Reps	Committee Members
Audit & Governance Advisory Committee	Mayor of the Day (Burt) Coates Coltman	Quarterly	Chief Executive Officer & Executive Manager Finance	Jeff Johnson (Chair), Shane Bicknell, Bruce Judkins & Rex Carland

ADVISORY COMMITTEES CREATED BY COUNCIL

(defined as Assemblies of Council under the Local Government Act)

Committee	Portfolio Team	Councillor Representative	Backup Councillor Representative	Frequency of Meetings	Council Officer Reps
Airport Advisory Committee	Growth & Development	Cr. Coltman Cr. McIntosh Cr. Philips		Every two months 1st Wed Feb, May, Aug, Nov. 8-9.30am	Airport Manager Manager Property Manager Economic Development
Aquatic Centre Committee	People & Communities	Cr. Hudson	Cr. Philips	Quarterly	Manager Community Development
Ascot Hall Special Committee	People & Communities	Cr. Johnson	Cr. Coltman	As need basis	Manager Community Development
Ballarat Community Safety Committee	People & Communities	Cr. Hudson	Cr. Coates	Every two months	Director People & Communities
Ballarat Livestock Selling Centre Advisory Committee	Destination & Economy	Cr. Philips	Cr. Coltman	Quarterly	Project Manager (Destination & Economy)
Ballarat West Structure Plan Advisory Committee	Growth & Development	Cr. Burt Cr. Coltman		Quarterly Last Tuesday of Month 2-4pm Feb, May, Aug & Nov	Chief Executive Officer, Director Growth & Development, Director People & Communities, Director Destination & Economy & Manager City Strategy
Brown Hill Hall Committee	People & Communities	Cr. Coltman		Quarterly	Manager Community Development
Buninyong Community Hall Committee	People & Communities	Cr. Innes	Cr. Morris	As need basis	Manager Community Development
Burrumbeet Soldiers Memorial Hall Committee	People & Communities	Cr. Philips	Cr. Coltman	Monthly	Manager Community Development
Child Friendly Ballarat Advisory Committee	People & Communities	Cr. Coates	Cr. Hudson	Monthly	Manager Family & Children's Services
Disability Advisory Committee	People & Communities	Cr. Coates	Cr. Philips	Quarterly Bi-Monthly	Rural Access Coordinator
Eureka Commemorative Advisory Committee	Destination & Economy	Mayor of the Day (Cr. Burt)		Monthly	Manager Arts & Culture
Heritage Advisory Committee	Growth & Development	Cr. McIntosh	Cr. Coltman	Bi-Monthly 12-2pm every 1st Monday even month	Director Growth & Development Manager City Strategy Heritage Coordinator
Intercultural Advisory Committee	People & Communities	Cr. Philips	Cr. Coates	Quarterly	Cultural Partnerships Officer
Koorie Engagement Action Group Advisory Committee	People & Communities	Cr. Coates	Cr. Hudson	Monthly	Director People & Communities
Lake Wendouree & Gardens Advisory Committee	Growth & Development	Cr. Burt		Bi-Monthly Tuesday 5-7pm (Feb, April, June, Aug, Oct, Dec)	Coordinator City Image & Public Realm. Lake & Garden Curator
Miners Rest Hall Special Committee	People & Communities	Cr. Philips	Cr. Johnson	Quarterly Next meeting is Wed 5 Dec at 7.30pm	Manager Community Development
Mt Buninyong Reserve Advisory Committee	Growth & Development	Cr. Innes	Cr. Morris	Twice a year March & Sept, 3.30pm	Coordinator Parks & Gardens Manager Parks & Gardens
Positive Ageing Advisory Committee	People & Communities	Cr. Philips		Bi-Monthly	Positive Ageing Development Officer
Public Art Advisory Committee	Destination & Economy	Cr. Innes Cr. Hudson Cr. Johnson		Quarterly	Coordinator Arts & Cultural Development
Road Safety Advisory Committee	Growth & Development	Cr. Hudson	Cr. Morris	Bi-Monthly Thurs 20th Dec 3-4.30pm	Manager Infrastructure & Delivery Coordinator Traffic Management Coordinator Community Planning
Sebastopol RSL Hall Advisory Committee	People & Communities	Cr. Hudson	Cr. Innes	Monthly	Manager Community Development
Water Resources Committee	Growth & Development	Cr. Philips	Cr. Coates	Bi-Monthly	Coordinator Strategic Waste & Water Management. Manager City Strategy
Western Highway Action Group	Growth & Development	Cr. Coltman Cr. Philips		Bi-Monthly	Infrastructure Delivery Manager
Youth Strategy Implementation & Review Committee	People & Communities	Cr. Coates	Cr. Philips	Bi-Monthly	Coordinator Youth Services, Strategic Development

GRANTS AND DONATIONS

GRANTS AND DONATIONS REGISTER 2012-2013

(o) 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

Person or Organisation	Amount	In-Kind	Description of donation
Ballarat Hospice Care Inc	\$1,750.00		Community Impact Committee Grant 2012/2013 August Funding Allocation
H.O.L.A. - Home of Latin Association	\$3,870.00		Community Impact Committee Grant 2012/2013 August Funding Allocation
BLOC Music Theatre	\$4,000.00		Community Impact Committee Grant 2012/2013 August Funding Allocation
Alexandra Croquet Club	\$842.00		Community Impact Committee Grant 2012/2013 August Funding Allocation
Ballarat Regional Tennis Centre	\$5,000.00		Community Impact Committee Grant 2012/2013 August Funding Allocation
Brown Hill Progress Association	\$4,600.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Central Highlands Agribusiness Forum	\$1,300.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Conservation Volunteers Australia	\$4,105.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Wendouree West Exodus Community	\$6,000.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Leadership Ballarat & Western Region	\$2,000.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Buninyong & Mt Helen Lions Club Inc	\$2,000.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Ballarat Fish Acclimatisation Society	\$6,560.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Ballarat Vocal Arts Association Inc	\$1,135.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Life Members of Mt Pleasant Kindergarten	\$1,100.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
The Salvation Army (VIC) Property Trust – Karinya Ballarat	\$3,305.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Sweet Mona's Choir	\$3,060.00		Community Impact Committee Grant 2012/2013 September Funding Allocation
Wendouree West Neighbourhood Alliance Committee	\$2,650.00		Community Impact Committee Grant 2012/2013 October Funding Allocation
Ballarat Agricultural and Pastoral Society	\$10,000.00		Community Impact Committee Grant 2012/2013 October Funding Allocation
The Anglican Parish of Holy Trinity Sebastopol Eureka Carols	\$10,000.00		Community Impact Committee Grant 2012/2013 October Funding Allocation
The Ballarat Polish Seniors Club Inc	\$10,000.00		Community Impact Committee Grant 2012/2013 October Funding Allocation
Friends of the Ballarat Botanical	\$750.00		Community Impact Committee Grant 2012/2013 October Funding Allocation
Gardens Educating Group –BotaniKIDS	\$3,025.00		Community Impact Committee Grant 2012/2013 October Funding Allocation
Ballarat YMCA	\$9,000.00		Community Impact Committee Grant 2012/2013 October Funding Allocation
Buninyong Marmalade Association	\$1,220.00		Community Impact Committee Grant 2012/2013 December Funding Allocation
Burrumbeet Soldiers Memorial Hall	\$3,160.00		Community Impact Committee Grant 2012/2013 December Funding Allocation

GRANTS AND DONATIONS (CONT)

Person or Organisation	Amount	In-Kind	Description of donation
Eastwood Leisure Complex Inc	\$4,055.00		Community Impact Committee Grant 2012/2013 December Funding Allocation
Ballarat Regional Multicultural Council Inc	\$2,000.00		Community Impact Committee Grant 2012/2013 December Funding Allocation
Friends of Learmonth & The Parish of Springmount	\$5,000.00		Community Impact Committee Grant 2012/2013 December Funding Allocation
Arthur Creative Inc	\$7,800.00		Community Impact Committee Grant 2012/2013 December Funding Allocation
Ballarat Community Garden – Harvest Festival	\$2,510.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
Buninyong Bowling Club	\$700.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
Victorian Interpretive Projects Inc	\$4,970.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
YOUTHINK Team	\$5,580.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
Ballarat Basketball Association	\$2,325.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
Ballarat Community Garden – Enhancing the Garden	\$3,425.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
Centacare Catholic Diocese of Ballarat Inc	\$110.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
Ballarat Associated Schools	\$3,105.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
Cyclone	\$1,500.00		Community Impact Committee Grant 2012/2013 February Funding Allocation
UnitingCare Ballarat	\$7,840.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Ballarat Community Health	\$1,700.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
WRISC Family Violence Support	\$4,370.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Golden Point Cricket Club	\$6,560.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Volleyball Ballarat	\$8,000.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Buninyong Bowling Club	\$1,800.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Sebastopol Community Centre	\$2,490.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
McCallum Disability Services	\$2,790.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Bakery Hill Kindergarten	\$1,800.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Ballarat Regional Alzheimer's Information Network	\$1,785.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Miners Rest Playgroup	\$2,395.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Wendouree West Exodus Community	\$3,000.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Ballarat African Association	\$380.00		Community Impact Committee Grant 2012/2013 March Funding Allocation
Association of Neighbourhood Houses and Learning Centres	\$4,755.00		Community Impact Committee Grant 2012/2013 April Funding Allocation
Delacombe Education and Training Centre	\$3,450.00		Community Impact Committee Grant 2012/2013 April Funding Allocation
Buninyong Ward Progress Association	\$1,120.00		Community Impact Committee Grant 2012/2013 April Funding Allocation
Special Olympics Ballarat	\$8,500.00		Community Impact Committee Grant 2012/2013 April Funding Allocation
Grampians Regional Oral Health Network	\$1,090.00		Community Impact Committee Grant 2012/2013 April Funding Allocation
Golden Dragons Ballarat Boat Club	\$9,300.00		Community Impact Committee Grant 2012/2013 April Funding Allocation
Urgent Need Grant - The Salvation Army Vic Property Trust – Ballarat Community Men's Shed	\$426.00		Community Impact Committee Grant 2012/2013 April Funding Allocation
Australia East Timor Association – Ballarat Branch	\$10,840.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Ballarat African Association	\$3,090.00		Community Impact Committee Grant 2012/2013 May Funding Allocation

Person or Organisation	Amount	In-Kind	Description of donation
Ballarat Police Youth Club & Blue Light	\$10,000.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Ballarat University College	\$315.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Multicultural General English Group	\$1,450.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Buninyong Good Life Festival	\$7,350.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Ballarat Bereavement Support Network	\$5,000.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Miners Rest and District Lions Club	\$2,080.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Mayte Youth Theatre	\$1,595.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Buninyong & District Tennis Association	\$6,145.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Victoria Park Football Club	\$1,180.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Miners Rest Community Hall	\$2,000.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Rotary Club of Ballarat	\$3,360.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Ballarat & District Aboriginal Cooperative	\$4,850.00		Community Impact Committee Grant 2012/2013 May Funding Allocation
Old Colonists Association, Not-for-profit	\$15,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
201 Mair Street (Regent Hotel), Commercial	\$20,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
197 Albert Street, Sebastopol, Residential	\$3,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
122 Victoria Street, Ballarat East, Residential	\$3,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
329 High Street, Learmonth, Residential	\$3,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
406 Windemere Street South, Ballarat Central, Residential	\$2,500.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
434 Creswick Road, Ballarat Central, Residential	\$2,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
611 Lydiard Street North, Soldiers Hill, Residential	\$2,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
316 Ligar Street, Soldiers Hill, Residential	\$1,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
848 Tait St, Bonshaw, Residential	\$1,000.00		Ballarat Heritage Advisory Committee Heritage Grant Funding Allocation
Buninyong Joint Library Trust	\$2,000.00		Community Impact Committee Grant 2012/2013 June Funding Allocation
Buninyong Soccer Club	\$7,490.00		Community Impact Committee Grant 2012/2013 June Funding Allocation
Centacare Catholic Diocese of Ballarat Inc	\$3,150.00		Community Impact Committee Grant 2012/2013 June Funding Allocation
Danafest Committee	\$2,985.00		Community Impact Committee Grant 2012/2013 June Funding Allocation
Euerka Gymnastics Club	\$10,000.00		Community Impact Committee Grant 2012/2013 June Funding Allocation
Lifeline Ballarat	\$2,500.00		Community Impact Committee Grant 2012/2013 June Funding Allocation
Miners Rest Landcare Group	\$4,600.00		Community Impact Committee Grant 2012/2013 June Funding Allocation





OUR ENVIRONMENT

ENVIRONMENT SUSTAINABILITY STRATEGY 2012 - 2014

In September 2012 Council adopted the Environment Sustainability Strategy 2012 - 2014. The Strategy sets the goal of:

City of Ballarat is a leader in environmental sustainability with its commitment to organisational change to achieve sustainability. The natural environment within the City is well protected and Council staff, businesses and residents show strong support for sustainability through initiatives to reduce resource consumption and waste production.

The Strategy sets out the issues, strategies and actions to be implemented across all areas of Council. Copies of the Environment Sustainability Strategy can be obtained from the City of Ballarat website, www.ballarat.vic.gov.au.

OUR ENVIRONMENT

ENVIRONMENT SUSTAINABILITY STRATEGY 2012 - 2014

WASTE MANAGEMENT STRATEGY 2013

Council adopted the City of Ballarat Waste Management Strategy in May 2013. The Strategy will guide the future management of waste generated within Ballarat, reducing the volumes of waste going to landfill, encouraging diversion of recyclable materials and green waste for re-use within the Ballarat and Highlands community. These waste reduction and re-use actions will not only reduce the long term demand for landfills, but also reduce the emissions of greenhouse gases associated from waste in landfills, provide opportunities to establish renewable energy sources via waste-to-energy projects and supply high quality compost and soil carbon sources for use in the region. The strategy also supports litter reduction in partnership with the Highlands Regional Waste Management Group.

GAS COLLECTION AND ELECTRICITY GENERATION AT THE BALLARAT REGIONAL LANDFILL

Landfill Gas collection systems have been progressively installed at the Ballarat Regional Landfill. Over the past year this gas collection system has been extended to include an additional thirteen well in the last filled waste storage cell. In total this system has collected over 36.2 million cubic metres of landfill gas, comprising approximately 51% methane, and prevented it from entering the atmosphere. This gas has been fed through an onsite 0.75 megawatt generator, which has generated approximately 4,000 megawatt hours of electricity that has been fed back into the grid. Excess gas that could not be used for power generation was burnt in a flare to prevent methane, a potent greenhouse gas, from entering the atmosphere.

INSTALLATION OF SOLAR PANELS AT COUNCIL'S DEPOT AND THE BALLARAT LIFESTYLE AND AQUATIC CENTRE

In the past year Council have installed 40 new solar photovoltaic cells at the Citywide Services Depot and a further 80 new solar photovoltaic cells on the roof of the Ballarat Lifestyle and Aquatic Centre. The energy generated from these cells will assist in offsetting the carbon dioxide emission associated with the electricity and gas used at these facilities for decades to come.

HARNESSING BALLARAT'S STORMWATER PROJECT

The Harnessing Ballarat Stormwater Project was completed by Council this year with the support of the Committee for Ballarat and funding from Australian Government's Water for the Future initiative, Regional Development Victoria, Sport and Recreation Victoria and the City of Ballarat. Total funding for the project was \$3.5 million. The overall project was delivered over a three year period from 2010.

The project delivered the core infrastructure to harvest, store and distribute storm water which is used to irrigate our public gardens and sporting venues, offsetting an estimated 189 million litres per year of potable water in and around Ballarat. This additional storm water harvesting and re-use safeguards our livability by ensuring the lake recovers faster from periods of low rainfall and our major gardens and sports venues have adequate water supply to sustain grass, gardens and tree growth.

REGIONAL LITTER STRATEGY

This year, in partnership with the Highlands Regional Waste Management Group and neighbouring councils, the Highlands Regional Litter Strategy was developed. The aim of the strategy is to reduce littering and illegal dumping in region via educational programs and infringement enforcement for those who continue to pollute our public open spaces.

TREE PLANTING

Council during the year planted approximately 5200 trees across Ballarat roadsides, public open spaces and re-vegetation areas over the past year, abating approximately 866 tonnes of carbon dioxide.

HOW COUNCIL IS SAVING ENERGY AND REDUCING EMISSIONS?

All of Council's electricity, gas, water and fuel invoices are monitored and quarterly reports are provided which summarise the organisation-wide consumption and greenhouse gas emissions. Individual invoices that show significant variation are referred to relevant facility managers to determine whether there are issues with the operation, faults, leaks or changed use patterns that can explain deviations from previous historical data.

Adjustments to the lighting, heating, ventilation and air conditioning of our buildings and ensuring lights, computers and appliances are turned off have made the most significant reductions in electricity and gas consumption. The City of Ballarat aims to reduce the impact of its operations on the environment. Council has had a greenhouse gas (GHG) emissions target since 2003 and a potable water use target since 2005.

In order to properly understand our corporate impacts, and whether or not we are achieving our targets, it is necessary to measure our performance. Council has produced an environmental scorecard for the 2012/13 financial year measuring GHG emissions, electricity, gas and water consumption.

GREENHOUSE PERFORMANCE

- In the 2012/2013 we have established a new baseline in accord with the National Greenhouse and Energy Reporting Act (2007) protocols. This means that all services and activities, for which the City of Ballarat has operational responsibility, are assessed in terms of the greenhouse gas emissions.

The City of Ballarat operates a landfill and therefore emissions from the waste received from other councils and commercial waste from the whole region form part of Council's greenhouse gas emissions profile. As the Ballarat Library Service and the Ballarat Lifestyle and Aquatic Centre are under Council's operational control, emissions from these activities are now included.

- Council's new baseline for future year's comparison for greenhouse gas emissions is:

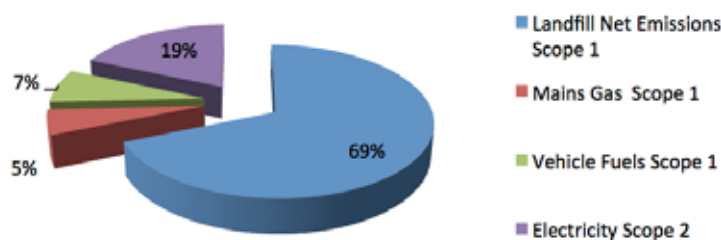
Greenhouse Gas Emission Source	Categorization under NGERs Act	Measure (CO2 tonnes equivalent)
Landfill net emissions after LFG Capture	Scope 1	18,574
Mains Gas	Scope 1	1454.2
Biodiesel B20 (Transport)	Scope 1	1194.1
Biodiesel B5 (Transport)	Scope 1	296.5
Unleaded Petrol (Transport)	Scope 1	234.4
LPG (Transport)	Scope 1	79
Diesel (Transport)	Scope 1	132.9
Premium Unleaded	Scope 1	33.5
Unleaded with 10% Ethanol	Scope 1	1
Electricity	Scope 2	4989.3
Total Scope 1		22,000
Total Scope 2		4989.3
Total Scope 1 and 2		26,989

SCOPE DEFINITIONS: Scope 1, 2 and 3 Emissions

The NGERs protocols governing GHG calculations categorise emissions from an organisation's operations into the following scopes:

- Scope 1:** The release of GHGs into the atmosphere as a direct result of the activities of a 'facility' which is under the direct control of the organisation e.g. gas for heating in a council occupied building.
- Scope 2:** The release of GHGs into the atmosphere through off-site activities which are under the direct control of the organisation e.g. purchased electricity for a council occupied building.
- Scope 3:** The release of GHGs into the atmosphere through off-site activities which are not under the direct control of the organisation e.g. street lighting.

2012/13 Corporate GHG Emissions



ELECTRICITY, GAS AND WATER USAGE

In setting a new baseline incorporating Library Services and Ballarat Aquatic and Lifestyle Centre, our corporate consumption during 2012/13 is summarised:

Electricity	15,501	Gigajoules
Mains gas	28,330	Gigajoules
Water	170,065	Kilolitres



CONSULTING WITH THE COMMUNITY



BALLARAT IMAGINE

In March 2012, the City of Ballarat launched the biggest community conversation Council has ever had with the community.

Ballarat Imagine was an open community conversation where the community was invited to join the discussion and share their ideas for Ballarat's future.

The campaign aimed to capture the community's thoughts on Ballarat today and their hopes for the future. The results guide the new Council and future councils to ensure they are delivering on the projects and services that are important for the community both now and in the future.

The feedback was then considered in the development of the Council Plan and the 2013/14 Budget.

Between March and June, the community were asked to tell us:

The things I love about Ballarat are...

The things I imagine for Ballarat are...

The things to retain in Ballarat are...

Ballarat Imagine had a physical presence at local farmer's markets, festivals and events.

Feedback was also received through comments on the Have your Say page on the City of Ballarat website and via facebook and twitter.

Postcards were also distributed through the myballarat community magazine which were sent back to us through the post.

The response was terrific - the City of Ballarat received more than 6,500 responses through Ballarat Imagine.

Every submission was read by staff, and has been collated into the document 'Ballarat Imagine What You Said' which is available to view online at our website.

We found that the most popular 'things I love about Ballarat are...'

- our heritage,
- our lifestyle and sense of community,
- Lake Wendouree,
- Ballarat Botanical Gardens.

The most popular 'things I imagine for Ballarat are...'

- more events,
- entertainment and tourist attractions,
- better transport networks,
- improved economy,
- shopping and jobs.

And, by far the most popular 'thing I want to retain in Ballarat is...'

- our heritage

Community feedback will also be used to create a vision of Ballarat in 2040, which has been drawn directly from submissions made to Ballarat Imagine.



THINGS I LOVE ABOUT BALLARAT ARE ... OUR LIFESTYLE AND SENSE OF COMMUNITY

SOCIAL MEDIA

During the 2012/13 financial year, the City of Ballarat worked hard to increase its presence in the social media scene.

Our twitter audience grew to more than 2,000 and our facebook audience to more than a thousand. Both mediums continue to be effective means of getting messages out to the community in a timely manner and offer an additional means for the community to make contact with us.

WEBSITE

The use of online surveys and online forms to provide feedback from the community is another area that has grown significantly. A dedicated feedback page on our website titled Have Your Say, has and will continue to be an effective means of consulting with the community moving forward.



OUR PEOPLE

OUR STAFF

As an organisation, the City of Ballarat is structured to support the achievement of the goals set out in the Council Plan 2009 – 2013. The City of Ballarat employs 796 people in full-time, part-time and casual positions who deliver over 120 diverse products and services to the community every day.

Council's structure is reviewed regularly to ensure efficiencies and the capacity to meet community needs are maximised. The organisation will continue to evolve as required to increase operational performance and the continued delivery of relevant services to the whole community.

The vast majority of the organisation's employees are also residents of the municipality, with over a third of whom have been with Council for over 10 years. As a major employer in the area, the City of Ballarat continually strives to be an Employer of Choice by providing a positive work 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 parental leave, 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 matters.

ORGANISATION STRUCTURE

The City of Ballarat's 796 staff members are employed across the organisation's seven divisions, where each division is led by a director or executive manager who is a member of the Leadership Team.

The City of Ballarat's Leadership Team consists of the Chief Executive Officer, the three directors of the Growth and Development, People and Communities, and Destination and Economy divisions. The four executive managers who provide support services to the divisions in the portfolios of Finance, Organisation Services and Development, Governance and Information Services and Strategic Communications and Stakeholder Relations.

COUNCIL'S ORGANISATIONAL DIVISIONS

The following divisions are responsible for delivering Council's programs, projects and activities for the Ballarat community.

COMMUNICATIONS

The Executive Unit is the Office of the Chief Executive who has overall responsibility for managing the Council organisation. Strategic Communications provide strategic and corporate communications and communications support to the Mayor, Councillors, CEO and officers.

GROWTH AND DEVELOPMENT

Growth and Development is responsible for managing Council and community assets and providing infrastructure planning, development and delivery for the community's roads, open space and built environment. It also provides leisure and recreational services and strategic planning for the future sustainable development of the municipality.



DESTINATION AND ECONOMY

The Destination and Economy division is responsible for managing Council's major projects and preparing economic development policies and programs that support Ballarat's economic growth and lay the foundation for Ballarat as a place of choice to live and invest. It also manages the city's cultural institutions such as the Art Gallery of Ballarat and Her Majesty's Theatre as well as generally fostering arts and cultural development for the Ballarat community. It also manages and supports the tourism industry and attracts events to make Ballarat a key Australian destination of choice.

PEOPLE AND COMMUNITIES

The People and Communities division provides a broad range of community services that support and enhance the quality of life and wellbeing for Ballarat residents. The services relate to home and personal care, people with disabilities, aged services, maternal and child health, childcare, youth, cultural diversity, community safety and assistance to disadvantaged communities.

GOVERNANCE AND INFORMATION SERVICES

The Governance and Information Services unit provides governance, legal, civic and risk management advice to Council and executive support to the Mayor and Councillors. It is also responsible for the provision of information technology services and support and managing Council's records.

FINANCE

The Finance division provides financial management to the organisation, ensuring that it is fiscally responsible and meets all the statutory financial obligations required of a local government authority.

ORGANISATION SERVICES AND DEVELOPMENT

The Organisation Services and Development division provides human resources management, staff development, corporate planning and occupational health and safety services to the organisation.

STRUCTURE

COMMUNITY & CUSTOMERS

COUNCIL

Internal Audit Committee



Chief Executive Officer
Anthony Schinck

Executive Assistant to the CEO
Glenys Foy



Growth & Development
Eric Braslis (Director)

Service Development:
Cameron Duthie

Public Spaces & Environment:
Ian Rossiter

Strategic Planning: Sean O'Keefe

Statutory Planning & Building:
Hamish Lampp

Infrastructure Development:
Ross Cowie

Citywide Services: Vacant

Community Amenity:
Joseph Spiteri



People & Communities
Neville Ivey (Acting Director)

Family & Children's Services:
Rosemarie Calvert

Community Care & Access:
Ann Pitt

Emergency Management:
Vicki Collins

Community Development:
Peter Appleton



Destination & Economy
Jeff Pulford (Director)

Community Events:
Jeff Johnson

Economic Development:
Sean Cameron

Major Projects: Mark Powell

Art Gallery of Ballarat
Gordon Morrison

Ballarat Regional Tourism
George Sossi



Finance
Glenn Kallio
(Executive Manager)

Financial Operations:
Rod Leith

Fleet Management:
Kevin Hamm

Financial Services:
Stephen Bigarelli



Governance & Information Services
Annie De Jong (Executive Manager)

Information Services: Stephen Goldsmith

Administration Services:
Bill Hutcheson

Mayor & Councillor Support:
Candice Holloway

Legal Advisor: John White

Risk Management Officer:
Pete Gervasoni



Organisation Service & Development
Garry Davis
(Executive Manager)

Human Resources: Jo Grainger

Safety: Cameron Montgomery

Corporate Planning:
Brenton Thomas

Customer Service:
David Fotheringham

Organisation Improvement:
Trina Keyte



Strategic Communications & Stakeholder Relations
Paula Lawrence
(Executive Manager)

OUR ORGANISATION

STAFF PROFILES

As at 30 June 2013 Council employed a total of 796 full-time, part-time casual and temporary staff. During the year there were 124 departures of permanent and temporary staff representing a staff turnover of approximately 15.5%. Employee commencements to full-time, part-time and temporary positions totaled 111.

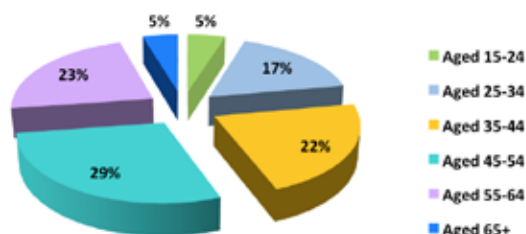
Total remuneration paid to all categories of employment was \$43,574,000 with superannuation costs being \$3,584,254.

Division	Female		Male		Full Time		Part Time		Casual		Staff	
	Total	EFT	Total	EFT	Female	Male	Female	Male	Female	Male	Total	EFT
Executive Unit	1.0	1.0	1.0	1.0	1.0	1.0					2.0	2.0
Strategic Communications and Stakeholder Relations	3.0	3.0	2.0	2.0	3.0	2.0					5.0	5.0
People and Communities	267.0	169.6	35.0	27.7	47.0	17.0	185.0	14.0	35.0	4.0	302.0	197.3
Organisation Services and Development	23.0	19.4	9.0	9.0	14.0	9.0	8.0		1.0		32.0	28.4
Finance	11.0	10.0	10.0	10.0	9.0	10.0	2.0				21.0	20.0
Growth and Development	109.0	61.2	238.0	217.0	31.0	214.0	72.0	19.0	6.0	5.0	347.0	278.2
Destination and Economy	24.0	18.1	29.0	17.7	14.0	12.0	4.0	3.0	6.0	14.0	53.0	35.8
Governance and Information Services	22.0	16.0	12.0	11.0	9.0	10.0	6.0	1.0	7.0	1.0	34.0	27.0
Total	460.0	298.3	336.0	295.4	128.0	275.0	277.0	37.0	55.0	24.0	796.0	593.7

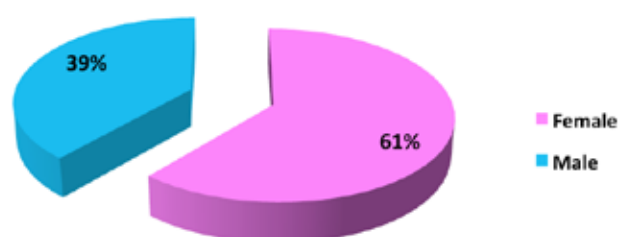
Age breakdown of employees

Aged 15-24	Aged 25-34	Aged 35-44	Aged 45-54	Aged 55-64	Aged 65+	Total
39	137	177	226	181	36	796

2013 Age breakdown of employees



2013 Gender breakdown of employees (by headcount)



Category	2008-09		2009-10		2010-11		2011-12		2012-13	
Head count of staff	778		797		789		848		796	
EFTs	601.2		610.8		603.2		645.8		593.7	
Gender composition of employees (head count)	F	M	F	M	F	M	F	M	F	M
	475	303	486	311	469	320	519	329	488	308

OUR ORGANISATION

STAFF RECOGNITION

The City of Ballarat acknowledges the significant contribution its staff have made over 10, 20, 30 and 40 year periods. Council appreciates their ongoing contribution to our organisation and recognises this at a regular Service Recognition Award ceremony. The following staff were recognised for achieving the following milestones in their years of service to the City of Ballarat during 2012-13:

40 YEARS

Malcolm Matthews - Administration Officer
Michael Mckee - Grader Operator

35 YEARS

Peter Edmondson - Truck Driver

30 YEARS

Arnold Viksna - Maintenance & Construction Worker
Colin Slingo - Asset Protection Officer
Heather Gingell - School Crossing Supervisor
Neil Martin - Gardener / Plant Operator
Russell Bourke - School Crossing Supervisor
William McCarthy - Plant Operator

25 YEARS

David Greville - Groundsperson
Joan Willison - Community Care Worker
Ken Schickerling - Sweeper Driver
Marlene Guymmer - Administration Officer
Miriam Coyle - Environmental Health
Administration Officer
Pat Collins - Co-ordinator Street Cleaning
Wendy Carroll - Community Care Worker
William Cook - Fire Prevention Officer

20 YEARS

Glenys Foy - Executive Assistant Chief Executive Officer
Jackie Freckleton - Executive Assistant Growth
& Development
Jacqueline Plumridge - Early Childhood Practitioner
Janice Ritchie - Administration Assistant
Julie Hall - Early Childhood Practitioner
Karen Matthews - Engineering Designer
Ken Cox - Team Leader Lakes & Waterways
Louise Chapman - Coordinator Wendouree Childcare
Peter Thompson - Street Cleaner
Reginald Goodwin - Maintenance & Construction Worker
Ricky Trezise - Street Cleaning / Waste Services
Susan Callahan - Customer Service Officer

15 YEARS

Bernadette Kauss - School Crossing Supervisor
Chrysanne Fitzgerald - Community Care Worker
Douglas Barnett - School Crossing Supervisor
Edith Fry - Australiana Research Librarian
Jacqueline McPhan - Early Childhood Practitioner
Jan Young - Community Care Worker
Jonathan Wilson - Waste Collection Driver
Lawrence Williamson - Groundsperson
Mary Johnson - Theatre Casual
Russell Zanker - Inter-Library Loans Officer

10 YEARS

Andrea Watkins - Subdivision Officer
Andrew Peldys - Cleaner Driver
Anna Parsons - Information Librarian
Anne Rowland - Gallery Registrar
Cassandra Tuffen - Visitor Services Officer
Claire Keith - Library Programs and Services Assistant
Dean McCarthy - Maintenance & Construction Worker
Dorothy Henderson - Community Care Worker
Georgina Trgovac - School Crossing Supervisor
Helen Griffiths - Community Care Worker
Helen Smith - Assessment & Care Management Worker
Jacinta Clarke - Family Services Coordinator
Janelle Bassett - Family Services Coordinator
Janine Davidson - Computer Training Officer
Jeanette Hutcheson - Community Care Worker
Jessika Hall - Theatre Technician
Jodie Downey - Strengthening Generations Project Worker
Judy Mahar - Visitor Services Officer
Karen Slorach - Community Care Worker
Kaylene Robinson - School Crossing Supervisor
Marilyn Brown - Library Officer
Melodie Dunmill - Community Care Worker
Patricia Beshara - Community Care Worker
Patricia Howlett - Community Care Worker
Racheal Barnett - Business Support Assistant
Rhonda Cook - Community Care Worker
Robert Allan - Education Officer
Sam Gray - IT Support Coordinator
Sandra Thomas - Visitor Services Officer
Sharon Jarrad - School Crossing Supervisor
Tristan Backshall - Occasional Child Care Worker

OUR ORGANISATION

REWARDING EXCELLENCE PROGRAM

The Rewarding Excellence Program recognises employees who perform to the best of their ability and take pride in their achievements, as well as reflect the values of the City of Ballarat.

THIS ENSURES COUNCIL:

- recognises employees who have achieved an outstanding and consistent result in any aspect of their work
- provides opportunities for employees across Council to learn of innovative approaches and examples of excellence
- celebrates and values employee achievements
- develops an organisational culture that is focused towards recognising and encouraging excellence, innovation and risk management in the workplace
- reinforces and acknowledges behaviours consistent with Council's corporate values
- aligns rewards with the achievement of business objectives

AWARD RECIPIENTS FOR 2012-2013 WERE:

EXCEPTIONAL

Andrea Carroll - Team Award
Angie Lush - Team Award
Pete van Dreven
Rebecca Love - Team Award
Stuart Bates

OUTSTANDING

Amanda Collins
Andreana Donhardt- Team Award
Andrew Bishop - Team Award
Angela Maher
Anthony Clifford
Cassie Lindsey
Charlie Dohnt - Team Award
Christine Holloway
Edith Fry

Flo Ramanauskas
Graeme Kent
Hamish Lampp
Helen Smith - Team Award
Ian Owen - Team Award
Jannie Alday
Jeff McKenna - Team Award
Jenny Fink
John Hartigan
John Kerr - Team Award
Julie Bull
Kate Moran
Kim Watts
Luke Hall - Team Award
Melissa Harris - Team Award
Merran Fleming
Nick Benyon
Peter Blood
Richard Nicholls
Shane Dooley - Team Award
Sharon Landy - Team Award
Sue Kennedy - Team Award
Vicki Collins

Statutory Planning Team - Andrew Bishop, Leanne Wilson, Nicole Burns, Leah Clark, Andreana Donhardt, Ziqi Xi, Kun-Ho Seo, Jade Erwin, Andrea Watkins, Debra Cartledge, David Wilson, Rod Davidson, Mark Thompson, Valentine Sedze, Rebecca Carter, Ersi Ni, Colleen Evans

Patricia Howlett - Community Care Worker
Racheal Barnett - Business Support Assistant
Rhonda Cook - Community Care Worker
Robert Allan - Education Officer
Sam Gray - IT Support Coordinator
Sandra Thomas - Visitor Services Officer
Sharon Jarrad - School Crossing Supervisor
Tristan Backshall - Occasional Child Care Worker

OUR VOLUNTEERS

More than 500 volunteers help to deliver more than nine programs across the municipality, together they make a significant contribution to the local community.

2013 was a busy year with the roll out of compulsory training and induction as part of the City of Ballarat's commitment to best practice and the national standards for volunteering. As well as compulsory training, volunteers also enjoyed socialising with volunteers from other programs and staff at the Christmas party.

For National Volunteers Week 2013, the City of Ballarat launched a "Thank you" advertising campaign on WIN TV featuring many of our wonderful volunteers in their various programs. This year for the first time we held a combined event with an afternoon tea and a movie at Regent Cinemas. Mayor Cr John Burt OAM, Councillor Philips and Councillor Innes attended the afternoon and the Mayor made a speech thanking the volunteers for their hard work and efforts over the past 12 months.

Personal development for volunteers has been a high priority this year with the City of Ballarat offering the opportunity for training and workshop groups. The first session, supported by Ballarat Health Service, "Dealing with Grief and Loss" was a huge success with volunteers from the Home Library Service and Meals on Wheels leaving better equipped for the volunteer roles they hold supporting the community. A session on public speaking will also be offered to all volunteers and it should particularly benefit those who present to groups as part of their volunteering roles, or even in their work or personal life.

MEALS ON WHEELS



Over the last financial year 87,000 meals were delivered on a weekly basis to 503 people by 120 dedicated volunteers. The Meals on Wheels service is more than a meal. The visit by a volunteer is often the only contact the meal recipients have with the outside world and the importance of that daily familiar person who takes the time to say 'hello' and check up on them adds to the wellness of the recipient. Over the year, there have been a number of times where a Meals on Wheels volunteer has delivered a meal and found the person on the floor after falling, stuck in the bath or very unwell and in need of an ambulance. For the meal recipient, knowing that the volunteer will be there soon, has helped the person to remain alive. The volunteers are trained in the appropriate procedures in the event they find a person in distress and it is this early intervention that could save the life of a valued member of our community.

LIBRARY- HOME LIBRARY SERVICE



The City of Ballarat libraries work together with volunteers to bring library resources to community members who may be ill, have a disability or are home bound. This service includes the selection and delivery of items such as:

- Books, both large and regular print
- Magazines
- DVDs and CDs
- Audio books

Convenors assess clients, discuss the appropriate materials and then match them with a volunteer. Volunteers select, borrow and deliver library items to the homes of the clients and during the visit, they discuss the materials and accept feedback. The home library service volunteers provide a service to members of the community which would normally be out of their reach.

HER MAJESTY'S THEATRE GUIDING VOLUNTEERS



Our dedicated volunteers at Her Majesty Theatre have had another busy year taking various groups on tours through the theatre. Heritage weekend was a highlight with eight booked out tours running over the weekend, with one special tour with an interpreter for the hearing impaired. The guides also had tour groups from the Geelong Historical Society, MG Car Club, new residents to Ballarat and various Probus clubs. The guides meet regularly to update their vast knowledge about the theatre and compare notes on what they have researched.

ART GALLERY GUIDES



The Art Gallery guides have had another busy year and will celebrate their 25th year guiding with a special exhibition in September 2013. Last year saw their volunteer numbers increase dramatically when they welcomed a substantial number of new guides into the program. Other highlights included an extremely busy period guiding during the capturing flora exhibition as well as education days and special events. The guides also continued broadening their knowledge by visiting surrounding galleries and even made a trip to Tasmania to see the Museum of New and Modern Art.

MULTICULTURAL AMBASSADORS



The City of Ballarat Multicultural Ambassador volunteer program aims to enhance community awareness and foster social acceptance for all in Ballarat. The volunteers in the program show leadership within the migrant community and advocate and promote the benefits of cultural diversity through learning, exchange and celebration. Currently we have a devoted group of volunteers participating in this program from a diverse range of countries including but not limited to Poland, South Africa, Iran and Chile.

HARMONY FEST VOLUNTEERS



Harmony Fest was a unique 5-hour event that showcased the depth of local cultural talent alongside multicultural artists from Melbourne, innovatively presented through the various arts. This day would not be a success without the efforts of our hardworking volunteers who won the community event award at the annual awards held during national volunteer's week.

HOME AND COMMUNITY CARE (HACC)

Community Care & Access has taken all practicable measures to comply with its responsibilities outlined in the Carers Recognition Act 2012. Community Care & Access has promoted the principles of the Act to people in care relationships who receive council aged and disability services and to the wider community by:

- Distributing printed material through relevant council services
- Displayed posters at council community venues
- Providing information to organisations represented in community networks
- In program participant newsletters

Council has taken all practicable measures to ensure staff, council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for staff working in HACC and disability services
- Induction and training programs for HACC volunteers working directly with the community
- In newsletters to staff

Council has taken all practicable measures to review and modify policies, work instructions and supports to include recognition of the carer relationship.

OUR VOLUNTEERS (CONTINUED)

City of Ballarat Youth Services - Byou provides a service to young people in Ballarat and the surrounding areas aged 12- 25 years. Youth Services works within a community strengthening framework aiming to engage young people in their local community. Young people who are involved in Youth Services committees and programs are provided with opportunities to be involved with a range of projects and events. It is through this involvement young people have access to a range of skills enhancement, training and development.

Civic responsibility, community connectedness and youth participation are vital components in which Youth Services aim to skill young people. Youth Services volunteers have the opportunity to learn about the City of Ballarat, local government, advocate to Council on behalf of Ballarat's youth community about projects or decisions that affect young people living in and around Ballarat.

Through involvement with Youth Services, young people improve their connectedness, not only to other young people but to a range of services and organisations that work closely with young people. Youth participation is such an important part of Youth Services work as it provides the young people involved with some ownership over the events and projects completed.

Examples of youth volunteering through City of Ballarat Youth Services include:

YOUTH COUNCIL

Youth Councillors are young people who are passionate about being involved in their community and representing the views, ideas and needs of young people in the Ballarat area. In 2012/2013 Youth Council has participated in Harmony Fest, City of Ballarat Youth Awards and a number of other projects and events as well as acting as a youth advisory board within the Ballarat community.

ZAQUE

Zaque is a social support group for Ballarat's GLBTI (Gay, Lesbian, Bisexual, Transgender and Intersex) young people. A GLBTI youth project worker meets with the group weekly and works with them in planning and coordinating activities and community awareness projects – such as the educational theatre production, "Empowering the Bullied". Zaque provides young people, teachers, workers, family and friends with information about sexuality, accepting diversity and other issues.

SONIKA - FREEZA

Sonika is the Ballarat based FReeZA group. FReeZA is a Victorian Government initiative that assists young Victorians to get involved in their community by planning and running drug, smoke and alcohol free music and cultural events for other young people. Volunteers have participated in numerous events, including the annual Push Start Battle of the Bands. Event volunteers

In 2012 the City of Ballarat held a recruitment campaign for volunteers who wished to give something back to the community but were not available to volunteer on a regular basis. These volunteers assist at various events including but not limited to the Begonia Festival, Heritage Weekend, Christmas Street Party and Spring Fest. At these events, the volunteers aid with greeting visitors, handing out maps and supporting the events staff with various tasks.



PARENT PLACE

Parent Place is located in Norwich Plaza in the Bridge Mall and is open Monday to Friday from 10.30am-2.30pm. It offers a welcoming, safe, relaxing atmosphere for all parents, caregivers and children. It is overseen by the Best Start Program and led by a pool of volunteers.

The popularity of Parent Place is growing. Since September we have had approximately 1400 families visit the centre with just fewer than 50% of them being first time parents. Over 80% of families using the drop-in centre are from Ballarat, with others coming from the wider regional areas, or visiting from

Comments from families have included:

“My wife and I have used Parent Place since we arrived in Ballarat with our newborn daughter in January. The centre has been a huge help to us settling in and establishing ourselves in the city. The kindness we are shown every time we visit is a huge comfort and has helped us cope as new parents in a new city. Thank you to Jill, Dot and all the other lovely ladies at Parent Place.”

(New Dad from the UK)

“Fantastic place, love the toys, change facilities, breastfeeding area. Really need more around Ballarat A+”
(Mum)

interstate. 54% visited for the first time.

The facility is used for a number of reasons including:

- General support and information, for the child to play and/or carers to rest (37%)
- Feeding (37%)
- Changing (25%)
- Specific breastfeeding information (12%)
- Specific parenting information (9%)

We have trained approximately 45 volunteers and have 14 active volunteers at present. We currently have a number of other services i.e. family and children’s support services, library (rhyme time) wishing to provide hands on support at Parent Place. The feedback from the community has been extremely positive in relation to the value of this facility. Many volunteers have gained employment and/or enrolled in studies as a result of the confidence they gained.

The City of Ballarat would also like to recognise all the other community volunteers who participate in supporting the hundreds of charities, schools, sporting groups, health and non for profit organisations for giving their time and efforts over the past year. Your support and dedication is making the City of Ballarat a better place to live for everyone.

OUR SAFETY



Our safe work practices - Occupation Health and Safety (OHS) and Injury Management

POLICY AND COMMITMENT STATEMENT

The safety, health and wellbeing of our workers are among our highest priorities and are integral to being able to deliver the services to the community outlined in the Council Plan. Through a proactive approach to hazards and up skilling of managers and team leaders we have been able to continue to provide a safe and healthy workplace. This commitment extends to both our volunteers and contractors in ensuring they are inducted into the City of Ballarat safety system and are aware of their expectations required to support our goal of a safe and healthy work environment.

HEALTH AND SAFETY MANAGEMENT SYSTEM

In December 2012 we completed our first cycle of implementation of our new health and safety management system. This was a fantastic achievement that generated an increase in safety awareness and ideas for improvements including the development of a new reporting system. We continued with a new plan in the 2013 calendar year that implemented additional policies and training materials following reviews to ensure the system would meet all of the requirements to achieve certification to AS/NZS:4801.

HAZARD IDENTIFICATION, RISK ASSESSMENT AND CONTROL IMPLEMENTATION

As we go into the second year of the safety system, the focus has been on revision and improving the hazard identification, risk assessment and controls implemented in year one. This has been achieved by utilising the Area Safety meetings made up with a variety of departments that have been grouped based on department or risk profile. The groups meet on a monthly basis and share their ideas or raise safety issues that are workshopped to achieve a solution.

ENGAGING SAFETY WITH OUR VOLUNTEER WORKERS

The City of Ballarat has an extensive volunteer workforce working in a variety of areas such as the Art Gallery, Home Library Service and Meals on Wheels just to name a few. Our goal over the last year was to update our volunteer workforce with the new safety induction program. This was delivered by the Volunteer Development Officer and included training of Council's volunteer coordinators to present the induction into the future.

WELLBEING

We continued with our efforts of improving the health and wellbeing of our workers by providing access to WorkHealth checks together with planned activities, events and programs. Some of the health and wellbeing programs have included, but not limited to include:

- pre-employment medicals,
- on-site and off-site physiotherapy services,



- subsidised gym memberships,
- skin cancer checks,
- Ballarat wellness study,
- walking challenge,
- 7 body brain boosters,
- bio-age testing,
- group fitness training,
- weight watchers at work; and
- flu vaccinations.

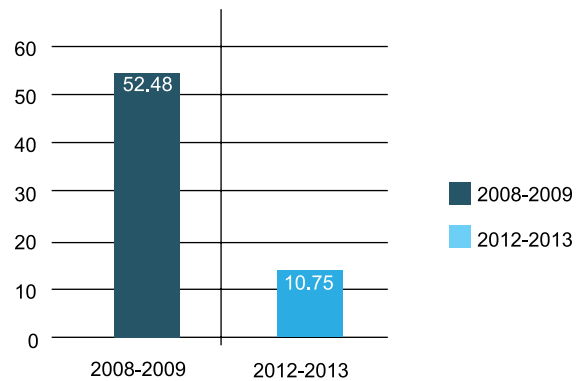
INJURY MANAGEMENT

There were a total of 28 claims for compensation lodged in the 2012/13 financial year (includes both eight minor and 20 standard claims) with six standard claims being rejected by insurer. This is a reduction in the number of claims from 2011/2012 (34 to 28) with muscular stress still our highest reported injury with 14 claims and slips, trips and falls also increased this year with six reported claims.

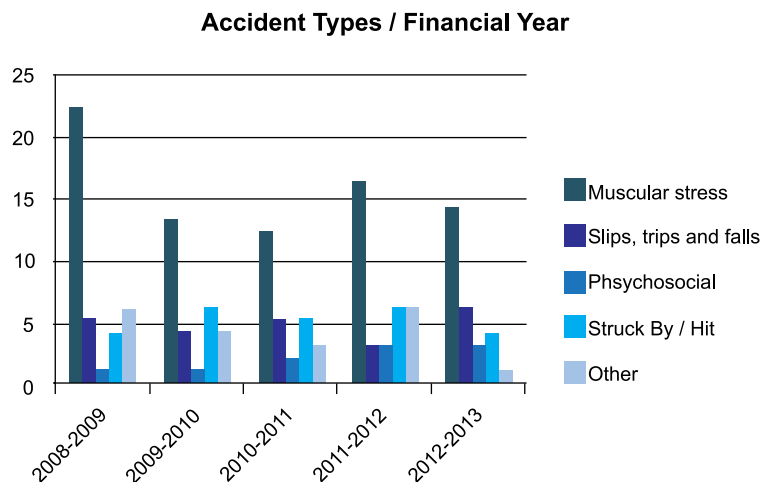
The City of Ballarat's approach to injury management over the past five years has been all about early intervention and consultation between health practitioners and workers to achieve the best return to work outcome. Through sustainable return to work practices we have been able to achieve an average of 10.75 lost days per standard claim. This outcome has resulted in our employer performance rating move to 16% better than industry average.

The charts below show the types of injuries that City of Ballarat employees have sustained during 2012/2013 compared to the previous four years. The first chart breaks down the claims into accident types per financial year and the second graph reverses this with financial year to accident types.

Duration rate - average lost days



Claim Duration rate / average lost days per claim



PERFORMANCE 1: GROWTH & DEVELOPMENT



STRATEGIC GOAL;

A sustainable mix of residential, commercial and industrial development and infrastructure that provides a high quality of life.

INFRASTRUCTURE DEVELOPMENT & DELIVERY

ACHIEVEMENTS

Roads and Bridges

Council successfully applied for \$2 million funding under the State Government's Local Government Infrastructure Program (LGIP). This enabled the undertaking of two significant infrastructure projects:

- The replacement of the Docwra Street bridge over the Yarowee Bridge in Magpie (\$1.5 million LGIP, \$300,000 Council), and
- The reconstruction of a 2.5 kilometre of Learmonth-Sulky Road east of Sunraysia Highway (\$800,000 LGIP).

In addition to these projects, over \$14 million was spent on various road-associated infrastructure rehabilitation and renewal. The largest of these was Peel Street reconstruction with a value of \$1.25 million. A further \$750,000 was spent on drainage capital works, the majority of which related to flood mitigation across the municipality in response to the significant flood events in 2010, 2011 and 2012.

Ballarat West Link Road

The detailed design of this \$38 million project is effectively complete, with construction of a section of the new road south of Remembrance Drive to commence in late 2013.

CHALLENGES

As Council continues to invest in new projects asset renewal surveillance of contractors continues to present a challenge to the organisation to ensure that projects are delivered to the City's specifications and quality requirements. Over the past 12 months considerable time has been spent working closely with stakeholders delivering projects such as NBN and ultimately managing the interaction of these projects with the city's assets.

LOOKING FORWARD

As Council continues to refine its asset management practices and principles resourcing of maintenance activities will continue. The City is experiencing strong growth and additional resources will be required.

CITY STRATEGY

ACHIEVEMENTS

Ballarat Strategy and Ballarat Imagine

In 2013 development of the Ballarat Strategy commenced with the creation of "Ballarat Imagine". A Discussion Paper was released for comment, followed by the development of Our Vision for 2040. The vision sets the aspirations for the City to 2040 based on what Ballarat's community identified as their key priorities. The Ballarat Strategy project includes the initial strategic work required for the implementation of the reformed zones introduced by the Minister for Planning.

Planning Scheme Amendments

A total of 12 planning scheme amendments were completed, four of which were private applications. 19 amendments, ranging from development contributions plans to planning policy, were being managed during the financial year.

Key Amendments completed include:

- C135 – Cardigan Village
- C138 – Industrial Land Review
- C149 – Dowling Forest
- C158 – Ballarat West PSP
- C141 – Ballarat Open Space Study (BOSS)
- C148 - Rural Strategy
- C151 – Activity Centres Strategy
- C159 – Stockland Wendouree Extension
- C166 – Ballarat West Employment Zone (BWEZ)

Key Amendments/Strategies significantly progressed and almost completed include:

- C154 – Gaming Strategy

Key Planning Projects

The Ballarat West Precinct Structure Plan (PSP) was completed and incorporated into the Planning Scheme. This concluded four years of precinct structure planning for the Ballarat West Growth Area supported by \$1.88 million of Federal Housing Affordability Fund grant funding. This is the biggest strategic planning project ever completed in Ballarat.

The integrated planning framework now provides for sustainable growth and development of liveable communities for over 40,000 people, 18,000 dwellings, parks, ecological areas, recreation and community facilities. The Lucas Estate was the first residential development, with the Lucas Town Centre the first activity centre to be developed in the Ballarat West Growth Area.

CITY STRATEGY (CONT)

- The planning for Western Link Road Stage 1 was significantly progressed with approvals obtained from Heritage Victoria and environmental referral processes completed. Significant collaboration with VicRoads occurred to support the delivery of Stage 1.
- The Urban Design Manual was adopted that guides the design and installation of street furniture in the Council area.
- The Ballarat Heritage Awards were announced at a formal awards ceremony on Friday 10 May. The Awards were presented jointly by the City of Ballarat and the National Trust of Australia (VIC) and included a wide range of categories and outstanding winners and finalists.
- In 2012 the 'Preserving Our Heritage Together' Grants Allocations Panel reviewed a total of 43 applications requesting \$134,631 in grant funding, with total project costs of \$574,821. This is demonstrative of the economic activity occurring in Ballarat through conservation of heritage places. Grants totalling \$55,000 were provided to one not-for-profit, one commercial and seven residential projects.

In addition, Council's Heritage Restoration Loans program also proved popular, the largest going to Jackson's & Co (cnr Mair and Lydiard streets) helping facilitate reinstatement of this significant verandah.

- The City of Ballarat received funding from the Commonwealth Government's Your Community Heritage Grants Program to produce a short web based film of the development underway in Peel Street South.

CHALLENGES

Managing the City's growth in a sustainable manner, and taking note of present and proposed legislation requirements, continues to be challenging.

LOOKING FORWARD

The creation and completion of the Ballarat Strategy will be a significant milestone and will set the framework for future growth planning.

A complete review of the Municipal Strategic Statement will also provide strategic direction for Ballarat and address present and future planning priorities.

CITYWIDE SERVICES

ACHIEVEMENTS

Asset Management

A new Asset Management Tool has been developed to provide Council with more precise Tree information. This will be used to proactively program works and plan future removal and planting programs for our streets and parks. Continuing on from this more precise asset management is planned for roads and facilities in 2013.

Avenue of Honour

Works have been completed in conjunction with the Avenue of Honour Committee, including;

- Mulch removal and seeding from the Arch of Victory to Ring Road.
- Shared pathway installed
- Increased mowing and maintenance program for the entire avenue of Honour.
- Tree and Hazard pruning works.
- Earth works to shape and profile uneven surfaces and drainage at various locations within the avenue to assist in mowing maintenance.
- Tree removals and replacements
- Tree sucker removals

Trees

Tree planting has continued throughout the city. Trees were planted at various locations including Sturt Street, Creswick Road, Cardigan Village, Buninyong, Wendouree and Sebastopol.

Power line clearance works have been completed to ensure the network is safe and free of potential fire threats. This work complies with Council's responsibility to comply with the Electricity Safety Regulations 2010.

A tree planting information pamphlet has been produced and a bucket given to residents at the time of planting, for them to assist with watering.

Streets

Sturt Street subsurface irrigation installation has continued with six blocks now completed. These works will enhance the presentation of the Sturt Street Gardens in the warmer months.

Botanical Gardens

In early 2013 significant renewal works were completed at the Ballarat Botanical Gardens. These works included;

- Footpaths re profiled and new topping
- Painting of Gillies Street Fence
- Lawn renovations
- Robert Clark centre painting and carpet renewal

Waste Collection

- Reviewed existing promotional information for recycling bin attachments and provided enhanced material to promote recycling.
- Implemented a new mobile garbage bin procurement, repair and delivery supply tender and contract.
- The service removed a total of 22019 tonne of off kerb waste to landfill.
- The service removed 10035 of off kerb waste to the recycling stream.
- Waste handled 8149 customer service requests for bin repairs or bins not collected on schedule for the period.

Cleansing

- Maintained daily street sweeping regime in the CBD to 100%.
- Maintained litter bin clearance targets to 97%.
- Average daily footpath sweep of 27 kilometres achieved.
- Specialist contract cleaning of CBD paths, blue stone inlay areas and into the Bridge Street mall successful.
- Serviced 3514 customer requests

Roads & Paths

- Approximately 1180 Kilometres of unsealed road grading was carried out.
- Shoulder regrades of Mt Buninyong Road
- Underground drainage crews cleared 114 tree root initiated blockages and have jet cleaned 2000 lineal metres of stormwater drain.
- 2220 stormwater pits were inspected with 428 requiring manual or mechanical cleaning.
- Minor footpath repairs were applied to 2100 Square metres of Concrete footpath.
- Minor kerb and channel repairs were applied to 300 lineal metres of kerb assets.
- Minor footpath repairs were applied to 760 square metres of asphalt footpath
- Attended to 2340 issues raised via Customer Service Reporting System requiring footpath grinds.
- Gravel Road resurfacing program for 20112-13 completed within budget and within programmed time.
- The section successfully serviced 6294 customer request for the year.

Facility Maintenance

- Facility Management have recently completed upgrade works to amenities at the
- Buninyong Town Hall
- Eureka Community Hall
- Ballarat Shire Office in Learmonth
- Her Majesty's Theatre
- Art Gallery of Ballarat, and;
- Ballarat Town Hall.

Aquatic infrastructure has been upgraded at the Eureka Swimming Complex, and air-conditioning plant upgraded at the Ballarat Aquatic & Lifestyle Centre.

Accessibility to Council facilities has been improved, with the installation of a new compliant toilet at Marty Busch juniors change rooms, and improvements to access at Learmonth public toilets.

Council's progressive upgrade to play spaces continued with the replacement of all components in six playgrounds throughout Ballarat.

Energy efficiency and monitoring improvements were made to the Ballarat Town Hall, the Ballarat Aquatic and Lifestyle Centre and the Ballarat Airport.

CHALLENGES

Managing growth and community expectations continues to place pressure on the service delivery arm of the Council. With ageing assets, planned and programmed delivery is essential. As a result, the organisation is continuing to audit and ensure it is best managing the asset renewal gaps. The past year saw the city having to respond to a number of storms that caused widespread damage throughout isolated parts of the municipality. Ensuring maximum utilisation of Council's facilities will continue to be a challenge and rationalisation of under utilised assets will mean difficult decisions will need to be made in response to growth.

LOOKING FORWARD

With condition audits being completed on all Council buildings, the coming years will see the City needing to reinvest into the maintenance upgrade of facilities. The addition of the suburb of Lucas will also see the need to extend services into the area and the introduction of a sixth Parks and Gardens Crew and a second 'Rapid Response' unit. Officers will seek to review new technologies, such as mobile computing to improve service delivery and response. An increased focus on waste diversion and converting Waste to Energy will be necessary.

STATUTORY PLANNING

ACHIEVEMENTS

Achievements in the Statutory Planning Unit included 82% of planning applications completed within the statutory time frames.

Throughout the year there were many VCAT decisions approved:

- Grain processing plant at former Maltworks site at Gregory Street west
- \$5.5 million school science building at Ballarat and Clarendon College Campus on Sturt Street
- \$17 million five storey mixed use res/commercial development at former Loreto College site in Lyons Street North
- \$8 million performing arts centre at Loreto College, Sturt Street

Delegation:

- Various commercial/retail permits issued facilitating the development of the Lucas Activity Centre, including supermarket, shops and restaurants.
- Residential subdivision permits issued in Ballarat West, in particular Lucas precinct
- Zone reforms implemented by Minister with two new commercial zones replacing all business zones.
- Revised rural zones were also implemented throughout the year.
- The Unit planned and delivered the City of Ballarat Developers forum, this was well attended and assisted in the promotion and alignment of the unit within the private sector.

CHALLENGES

- Preparing Customer Satisfaction Survey and responding to comments
- Industry perception of planning – this has been clarified through My Ballarat Statutory Planning articles and the annual developers forum

LOOKING FORWARD

- Managing Ballarat West development applications
- Introduction of Vicsmart Fastrack planning applications
- Introduction of new residential zones
- Processing increasing number of Statutory Planning applications

RECREATION

ACHIEVEMENTS

Strategies

The City's Recreation Strategy, Aquatics Strategy and Bicycle Strategy were prepared. These documents will steer the next five years of Sport and Recreation spending in the city and provide direction to the clubs and associations that are the backbone of the sport industry in Ballarat.

Playspace delivery

Six new playspaces delivered. These spaces are providing great family areas for play and socialising. Locations include:

- Brown Hill Recreation Reserve
- Inkerman Gully Reserve
- Durham Point – Lake Wendouree
- Tyah Court Reserve
- Glenvale Rd Recreation Reserve
- Romney St Reserve

Alfredton Village Green

The \$1.4 million new sporting ground, pavilion and lighting at Alfredton Village Green has been completed. The facility is providing a state of the art recreation facility for several ball sports and open space areas for families.

Regional Football (Soccer) Facility at Moreshead Park

Works on the \$3.1 million pavilion works have been completed with a multi change room, canteen, officials room, first aid room and clubrooms. Stage two of the works to complete the upstairs social room and function area, and the pitches at the facility have commenced.

Standard designs

In order to provide standard Sport and Recreation opportunities for clubs across Ballarat a set of standard design club rooms, canteens and sporting facilities has been constructed. Coordinating the design of these facilities will ensure quality being delivered to clubs at best price possible. These standard designs appear in storage facilities and coaching / officials boxes, netball shelters and interchange boxes.

Lamberis Upgrade

The Lamberis Athletic Track, jumping and throwing areas were completed in 2013 with a contribution of \$250,000 from Ballarat Regional Athletic Centre and \$200,000 from City of Ballarat. The project has elevated the track to a venue capable of hosting state events, while providing an elite opportunity for athletes in Ballarat.

Eureka Stadium change room upgrade

Eureka Stadium is the premier football facility in Ballarat. Substantial works funded by State Government, the City of Ballarat and AFL has seen a complete makeover of the club rooms and change room facilities. The upgrades have developed the facility into a league leader and have provided the club, its players and others that use the facility with a quality sporting opportunity. The new coaches offices and change rooms include a team meeting area, recovery facilities and a superior overall experience for all using the facility.

POWP Tennis

Works on the relocation of the Ballarat Lawn Tennis club to the Prince of Wales Park commenced. The million dollar project funded by the tennis club with the support of Council will see an eight court facility ready for public and private use late in 2013. The works will improve the facilities at Prince of Wales Park and will provide another key piece of infrastructure for the growing tennis community.

CHALLENGES

The Recreation team has invested significant time and effort in the programmed delivery of recreational assets. The planning of this program has established healthy relationships with the sporting leagues, associations, state bodies and clubs within Ballarat. The unit in working closely with these bodies has advanced the review and renewals of all licences and leases.

LOOKING FORWARD

Delivery of \$20 million of sporting infrastructure over the next five years from within the Sport and Recreation capital program. This will give the team the opportunity to help meet the facility needs of many sporting bodies within Ballarat, and also continue to plan for the longer term future and developments in growth areas.

COMMUNITY AMENITY

ACHIEVEMENTS

Adopted a strategic approach to enhancing service delivery focusing on improved responsiveness, community education, and addressing public safety issues. This approach is reflected in the following achievements:

- Adoption of Domestic Wastewater Management Plan
- Development of Domestic Animal Management
- Enhanced the use of PDA's improving capacity in the field
- Implemented a successful meter replacement program linked with asset management system
- Introduced credit card payment facility for payment of on-street parking
- Implemented effective training for School Crossing Supervisors
- Implemented effective Food Safety Program
- Developed documented procedures for animal management
- Council's appointment of Municipal Building Surveyor – first female Municipal Building Surveyor in Victoria
- Emergency Service inspection program
 - Howitt Street, Ballarat
 - Central Carpark
 - Rivers Building
 - Lalor Hotel
 - Show Grounds
 - Inspection program of dangerous walls

CHALLENGES

Enhanced internal review process to be established whereby all incoming and outgoing correspondence is in electronic format.

LOOKING FORWARD

- Mobile computing across the group with real time service request and the ability to issue all infringement types in the field
- Application of Integrated Enforcement model
- Integration of building service in to the community Amenities team
- Use of SMS customer contacts for follow ups of registrations and communicate significant public safety issues (such as Food Recalls)
- Implement E Business solutions such as online applications and payment for street furniture, food registrations and animal renewals

PROPERTY

ACHIEVEMENTS

Council has reviewed approximately 130 of its tenancy agreements. These reviews have a positive impact on the operations of Council. The usage of Council assets can be monitored to ensure the maximum return for its property portfolio measured by both income derived and increased community use. Two of the major tenancies completed within 2012/2013 have been the Ballarat & District Trotting Club and the North Ballarat Sports Club for terms of 21 years. The security of these tenures can assist the clubs in improving the facilities with goals to providing entertainment and employment opportunities within the municipality.

Council in its role as the appointed trustee of the Learmonth and Coghills Creek Cemeteries has considerably improved the accuracy of the historical data of these sites.

CHALLENGES

Given the substantial property development within the municipality there is an increase in the size of Council's Property Portfolio. As the population grows there is great demand for Council facilities and one of the challenges faced is to ensure where possible Council assets are used to capacity.

The economic uncertainty over the past 12 months has also seen some of Council's major tenants relocate from Council owned sites and this has a negative impact on the revenue derived from rental properties.

LOOKING FORWARD

- Council will continue to review tenancy agreements to ensure it is returning maximum revenue or community use of its facilities.
- Council will market the structures located in the "community hub" at the Ballarat Airport to offer opportunities to smaller community clubs within the municipality.
- Council will strive to ensure increased usage of community assets
- Council will lobby blue chip tenants to take up major buildings to provide increased revenue streams.
- Strategically assess the use of Council assets and undertake feasibility studies.



PERFORMANCE 2: PEOPLE & COMMUNITIES



STRATEGIC GOAL;

A safe, healthy, environmentally sustainable, innovative and well-served community that has equal access to opportunities, is proud of its unique heritage, is optimistic about its future, welcomes diversity and is respected by others

FAMILY & CHILDREN'S SERVICES

ACHIEVEMENTS

- Council successfully applied for Early Years Facility grants for upgrades to seven Council owned kindergartens and the development of two new kindergartens. State Government contributed a total of \$3.28 million with a co-contribution of approximately \$2.24 million from Council. Successful stakeholder engagement has been important to the delivery of these projects as Council has ensured service continuity whilst construction occurs on these sites.

Upgrades:

- Buninyong Kindergarten
- Mount Clear Kindergarten
- Brown Hill Kindergarten
- Wendouree Children's Centre
- Linda Brown Kindergarten
- Delacombe Kindergarten
- Sebastopol South Kindergarten

New buildings:

- Miners Rest Children's Centre
- Midlands Children's Centre

- The 2010 - 2013 Municipal Early Years Plan evaluation and review process commenced in preparation for the 2014 – 2017 MEYP.
- The Engaging Children in Decision Making Guide has been finalised and published. The guide outlines when, why and how to engage children in decisions that impact on them.
- The City of Ballarat recorded a rate of 93.87 per cent of one year olds immunised in 2012. Our Immunisation program provides many options for families to have their children vaccinated.
- City of Ballarat facilitates five supported playgroups across the municipality. Ballarat's Biggest Playgroup was held at the main library during March and involved 450 participants.
- Council manages the Connecting Schools and Communities Initiative in partnership with Australian Catholic University (ACU) and Catholic Education. This project facilitates five playgroups in schools with the support of students from ACU. This project received a High Commendation at the 2012 DEECD Early Years Award.

- Council's 2012 Children's Week activity provided the community with an opportunity to celebrate the children with in on our community and promote Ballarat as a Child Friendly City, emphasise the importance of children in the community and encourages physical activity, education and fun.
- Since 2012, Council has co-ordinated enrolments for four year old kindergarten through the Centralised Kindergarten Enrolment (CKE) scheme. The 2013 school year was the first year that children have been offered places under the scheme.

CHALLENGES

To gain ongoing funding to ensure the continuation of the Parent Place initiative.

LOOKING FORWARD

- Central Kindergarten Enrolment scheme will include enrolments for three year old programs from 1 January 2014 for the 2015 school year.
- Developing access to and provision of e-information services to the community. This will include developing and enhancing the provision of up to date information about Family and Children's Services and branding.
- Successful completion of upgrades to seven kindergartens and children's centres.
- Negotiation of Licence Agreements and introduction of Hire Agreements with existing service providers in Council owned children's facilities.
- Development of sponsorship packages to ensure future financial viability of Parent Place.
- Planning to ensure provision of adequate early years infrastructure to meet future demand, particularly in Ballarat West Growth Area

ACHIEVEMENTS:

- Throughout 2013 a successful funding application for over \$385,000 was received to establish a Digital Hub in Ballarat Library to support the rollout of the NBN in our region. The funding has enabled a Digital Hub to be established in the Ballarat Library.

A training program has been developed which offers free small group training sessions as well as one-on one training in basic online activities such as managing email accounts, using the internet, connecting with family online, using iPads, accessing eBooks and even booking a holiday online.

- The Ballarat Library launched eBook and eAudio collections with a wide range of several thousand titles. The collection included latest bestsellers as well as timeless classics catering for both children and adults. The takeup of the new technology from the public has been quite strong and it is planned to expand the range even further in 2013 to include eMagazines and online newspapers.
- In October 2012 a new library website and app was launched to provide online access to library services for the Central Highlands Libraries network.
- Harmony Fest 2013 was a huge success with 6200 people attending.
- Sister City relationship featured the following events:
 - 10th Anniversary event in Ballarat, with the Ambassador for Timor Leste, Sr Abel Guterres - Inagawa, Japan
 - Major Council-led delegation to Inagawa in October, celebrating the 25th Anniversary of the Ballarat Inagawa Sister City relationship
- The City of Ballarat has established itself to be the Regional Certifying Body for the Grampians region to assist employers intending to sponsor skilled migrants for permanent residency
- 2013 United Way Award Ceremony - Cultural Diversity Team wins a Community Volunteerism Award for Harmony Festival
- 2012 Victorian Community history award presented to City of Ballarat libraries
- The Australian Library and Information Association and Love2Read organisation - in March 2013 two City of Ballarat library staff were nominated for 'Australia's Favourite Librarian' – Julie Bull and Melissa Waight.
- Council also partners with other youth sector partners including L2P Drivers Program (Lead On) and the YMCA.

CHALLENGES:

- The implementation into the Libraries of RFID technologies is anticipated to be a challenge as part of the process is to tag more than 80,000 items in the library collection. This process will involve staff attaching RFID tags to each individual item in the collection and may result in a longer than hoped start to self-service being available.
- The immediate challenge faced by the business unit was the decision made during the year to cease operations from "The Space".

LOOKING FORWARD:

- The City of Ballarat in conjunction with Regional Development Victoria has commenced a process to develop, expand and redefine the existing Ballarat Library into a Ballarat Library and Community Hub model.
- The City of Ballarat is also working with Regional Development Victoria to undertake a feasibility study on the best location for a Sebastopol Library and Community Hub and what services, programs and opening hours people would like to see in the future.
- During 2013/2014 City of Ballarat People and Communities team will provide innovative and flexible library outreach services using two vans to create pop up libraries in Buninyong, Delacombe and Miners Rest and will also work in collaboration with nursing homes, kindergartens and community houses to visit locations to offer library, learning and information services.
- The implementation of RFID technology at City of Ballarat Libraries will enable staff members to be relieved.

- The City of Ballarat are seeking further funding for the CALD Careers Program 2013 - 2014 which will value add from the first program that was ran earlier in 2013.
- Ballarat's multicultural residents will be encouraged to nominate for the City of Ballarat's 2014-2016 Multicultural Ambassador Program, to make a positive difference to the local community.
- Harmony Fest 2014 will build on previous success

EMERGENCY MANAGEMENT:

ACHIEVEMENTS

- A co-ordinated response and recovery operation from storm event in November. Process included successful Post Impact Assessment operation to engage impacted community.
- Supported neighbouring local government associations in response and recovery operations including the establishment of Emergency Recovery Centres when requested.
- Facilitation of Municipal Emergency Management Plan meetings and relevant sub-committees including
 - Community Emergency Risk Assessment Group
 - Municipal Fire Management Planning Committee
 - Flood Management Committee
 - Municipal Recovery Committee

CHALLENGES

- The challenges for the business unit throughout the year were a number of storm events which tested the city's response and resources, with positive outcomes.

LOOKING FORWARD

- Municipal Emergency Management Plan Audit is scheduled for October 2013.

COMMUNITY DEVELOPMENT

ACHIEVEMENTS

Project Delivery

- Launch of the Miners Rest Township Program (May)
- Over \$310,000 awarded through 79 Community Impact Grants.
- Finalisation of the Transport Connections Program
- \$75,000 accessed from Transport Connections Innovation Fund
- Funded \$45,000 "Re-Cranked" Bicycle Recycle Project (YMCA)
- Funded \$30,000 for additional Bike Racks.
- Finalisation of the Delacombe Neighbourhood Renewal
- Completion Council's Community Profile
- Commencement of Social Infrastructure Plan
- Provision of population and demographic information on COB website

Facilitated Community Forums & Events

- Integrated Transport Forum (March)
- Health & Wellbeing consultations for Council Plan (March-May)
- Social Housing Stakeholder Forum (September)
- Community Safety Forum (July)

Community Safety

- Signing of the Charter for the Prevention of Violence Against Women
- Six Community Safety Award winners in Community Safety Month
- White Ribbon Day Oath Swearing
- Best Practice Presentation at National Crime Prevention Conference

CHALLENGES

- The externally funded projects such as Transport Connections and the Delacombe Partnerships and Participation Project came to a conclusion at the end of 2012/13. A key challenge with these processes was managing community expectations throughout the year given the projects had definitive milestones and funding challenges

LOOKING FORWARD

- The Township Empowerment Program provides Council with an opportunity to do business differently. The focus of this project is on building stronger relationships between Council and local communities.
- The development of stronger partnerships around health and wellbeing is another important opportunity for Council to enhance. Strengthening partnerships potentially has significant benefits in the areas of healthy food and lifestyle, social housing, gaming and community safety.

COMMUNITY CARE & ACCESS

ACHIEVEMENTS:

- The SAILS program successfully participated in its first quality audit against the Department of Human Service Standards and extended its community connections by linking up with local schools, other community organisations and local community groups for joint activities.
- Seniors celebrations have taken a new format by working in partnership with the community and other professional agencies to develop a celebration format which is focused on community activities within the community.
- This year Kohinoor, in addition to the social support programs, has provided a meeting space for other City of Ballarat programs.

CHALLENGES:

- After 20 plus years of providing quality services to Ballarat Health Services Linkages clients the contract ceased in April 2013 forcing changes in the service delivery in this area

LOOKING FORWARD:

- Delivery of Inclusive Play Space in the Ballarat community.
- Over the next 12 months Community Care and Access is preparing to create more person centred, flexible programs and innovative models of social support to older people and people with a disability in line with changes to funding models and Government policy.
- During 2013/14 Community Care and Access will review business practices to ensure the department is ready for the Aged Care changes which will be effective from July 1 2015 and continue to provide the quality support to residents of Ballarat.



PERFORMANCE 3: DESTINATION & ECONOMY



STRATEGIC GOAL;

A respected regional leader with a strong profile that encourages tourism and attracts new residents, enhances economic activity and attracts new business by promoting Ballarat's unique lifestyle benefits and infrastructure.

MAJOR PROJECTS

ACHIEVEMENTS

- Ballarat Regional Soccer Facility Stage 2
- Museum for Australian Democracy at Eureka (M.A.D.E)
- Alfredton Recreation Reserve Village Green

CHALLENGES

Major Projects over the past 12 months has invested significant time and resources into the MADE project. The centre opened in May and this was not only a major achievement of the unit but also one of the greatest challenges to achieve this milestone. In undertaking a large range and diversity of projects the unit has found that adequately resourcing project supervision and contractors is a challenge.

LOOKING FORWARD

- The design tender and construction of the 50 metre Indoor Pool
- The completion of the Ballarat Regional Soccer Facility Stage 3
- The delivery and completion of the Ballarat Kindergarten upgrades
- The ongoing development of the Ballarat Civic Hall

ECONOMIC DEVELOPMENT

ACHIEVEMENTS

The Ballarat West Employment Zone Master Plan was completed and adopted, which will guide the development of a 630 hectare site in Ballarat's West. The BWEZ will deliver 9,000 jobs and up to \$5 billion economic output annually on completion.

Council implemented the Economic Strategy 2010 – 2014 to drive investment and employment creation for the city.

Further key economic achievements include:
Ballarat Airport Master Plan completed and adopted

- Four business cases and marketing material developed to support targeted investment attraction for the city
- Implementation of strategies to support the key economic sectors for Ballarat
- Council participated in the Regional Living Expo in Melbourne
- Council delivered the New Residents Program
- TenderWrite Program
- Investment Facilitation Group established

CHALLENGES

Complex projects such as the Ballarat West Employment Zone incur long lead times which can impact the investment attraction process. Potential anchor tenants at more advanced stages may be lost to alternative locations if better aligned with their timelines.

LOOKING FORWARD

Council will develop and implement an updated Economic Development Strategy that builds on Ballarat's key strengths and drivers supporting investment facilitation and jobs creation for the city.

COMMUNITY EVENTS

ACHIEVEMENTS

- Achieved a record high spectator attendance of 30,000 to the 2013 Ballarat Begonia Festival. The 2012 Festival represented the previous attendance record of 28,000. This is a significant growth rate from the 2010 event which saw 14,000 people attending the event.
- Delivery of ten separate events with a combined audience of over 84,000 people with no accidents, serious injury or adverse OHS concern.
- Attracting over 6,000 people to the 2013 Summer Sunday's series of concerts. This is an increase from the 2012 attendance figures of 2,729. This is significant growth from 2011 when the event was first handed to the Community Events unit, in which 1155 people attended.
- Development of the Application for Events on Council Land and subsequent process. This allows community groups to access Council support and to navigate the event permit process more effectively.

CHALLENGES

It is a continual challenge to provide interesting, quality and fresh content to the events and projects whilst receiving no increase in funding. This challenge is especially felt in the two major hallmark events.

LOOKING FORWARD

To be increasingly creative with available funds and to seek new income streams from grants and corporate sponsorship allowing us to implement new and exciting innovations to projects.

HER MAJESTY'S THEATRE

ACHIEVEMENTS

Acquisition of the new Lighting Control Desk

In June, Her Majesty's Theatre became only the second venue and first in regional Australia to own the new PRG426 lighting control desk.

This state-of-the-art desk is capable of running the largest lighting rig, multiple venues, projectors and other equipment and will serve Her Majesty's effectively in the future.

Ballarat Cabaret Festival

In October 2012 the first Festival was held across seven venues in central Ballarat.

The Festival attracted performers from every state except Tasmania and sales exceeded 1400 tickets.

Dame Kiri Te Kanawa

The single performance highlight has been the presentation of Dame Kiri Te Kanawa, one of the 20th century's most recognisable classical stars.

RockWiz

Her Majesty's partnered with The Courier Foundation to make RockWiz a massive success. The first RockWiz show in regional Victoria attracted a capacity audience. Over \$50,000 was raised for Ballarat charities.

Membership Base

Her Majesty's has almost doubled its membership from more than 200 in 2012.

CHALLENGES

As with all discretionary entertainment providers, the economy continues to be a challenge.

Her Majesty's is lucky to have a loyal base of members who recognise the value of the performing arts to the health and wellbeing of a community and continue to attend.

LOOKING FORWARD

During the next 12 months the plan is to conduct some major research into our audience, their entertainment habits and desires, and their buying habits.

This information will allow us to better program to meet the needs of the community, and ensure we are marketing to the community in the best, most effective way both for our own presentations and the other organisations who hire Her Majesty's Theatre.

ART GALLERY

ACHIEVEMENTS

- Capturing Flora Exhibition
- Donation of significant works of art:
 - building the collection around exhibition projects eg. botanical works, and posters, also cartoons and caricatures came in as donations, building on existing collection
 - three new works by David Davies, again working towards an exhibition, two paintings and one watercolour
 - important cultural gifts including ceramics, paintings and artist's books
- Finalisation of the loan of the Eureka Flag to M.A.D.E in consultation with the Gallery community and Flag stakeholders and successful transfer of the Flag to M.A.D.E
- Successful relaunch of Adopt an Art Work, a program which is transforming the standard at which the Gallery collection can be displayed
- Consolidation of new Board Structure
- Development of an area within the Gallery for short term topical displays in response to community events, significant cultural milestones or new acquisitions for the collection
- Contracting with Arts Victoria to present the Victorian Indigenous Art Awards in November 2013
- Presenting the Guirguis New Art Prize 2013 in partnership with the University of Ballarat
- Work with the Gallery Foundation to support a Bequests campaign
- Launch of enhanced program of musical performances

CHALLENGES

- Storage of the collection is an increasing issue. The Gallery is keen to participate actively in planned report on off-site storage for cultural collections.
- Broaden our audience and take full advantage of the tourism potential of the Gallery.
- The digital age in displays and marketing present ongoing challenges for the Gallery.
- Gathering visitor data in a free entry environment.
- Continue to ensure an ageing building is well maintained and presented.
- Build base level of business for the Gallery Shop and café outside exhibitions with high visitation.

LOOKING FORWARD

- Executing another dynamic exhibition program for 2014 dominated by the Scottish project – For Auld Lang Syne: Images of Scottish Australia from First Fleet to Federation.
- Laying the groundwork for exciting exhibitions in 2015 and beyond
- Building our body of sponsors and funding supporters

BALLARAT REGIONAL TOURISM

ACHIEVEMENTS

- The creation and marketing of the Ballarat Pass
- A new marketing strategy was devised anchored by seasonal campaigns
- An increase in the visitation stats (Y/E March 2013)
- 556,000 domestic overnight visitors +4.3%
- Domestic overnight visitors spent \$175 million in Ballarat
- 23,100 International overnight visitors +8.2%
- Length of stay 2.3 nights
- Increase in event days by 45.5%
- Increased membership base and increased industry contributions
- Increased the estimated visitation economic impact of events from the previous year by \$2.1 million to over \$17 million in 2012-13.
- Cycling

CHALLENGES

- Flat economic climate and the high Australian dollar
- Lack of free WiFi facilities throughout the city particularly for International travellers

LOOKING FORWARD

- The creation and implementation of a Destination Management Plan
- The creation of a Digital Strategy
- Update the current BRT Marketing Strategy
- Implementation of Visiting Friends Relatives campaign
- Update the current BRT Events strategy
- Delivering operational and marketing elements and maximising the outcomes of the World Rowing Masters Regatta 8-12 October, 2014

CULTURE

ACHIEVEMENTS

- Backspace Gallery – the creation of a free space for local artists to show their various works of art in a gallery atmosphere
- Backyard Tasters – the implementation of a series of free events for the community with performances by local artists.
- WeRYou public art project
- ArtsAtlas – a free website which allows local and regional artists to upload images and videos of their works, interviews, stories and events, and a place where the community can search for local arts and events in their area at any given time.
- Backyard sculpture exhibitions
- Unicorn Lane Gallery
- Bunjil returns – after the unfortunate vandalism and theft, the Creator Spirit returns to its rightful place

CHALLENGES

Continual theft and damage of public art and the challenge of expanding audiences.

LOOKING FORWARD

Build on the success of past years by delivering a diverse suite of program's and initiatives which develop, engage, educate and celebrate arts and culture in our community.

Aim to further develop and support the Ballarat creative economy by delivering:

- Over 30 projects
- 31 exhibitions,
- Three major public art work commissions,
- Planning and development to advance creative practice.
- Access to our regions artists, exhibitions, opportunities and events through the ArtsAtlas website.
- Development and support of a number of Institutions, festivals, performances and events.
- Greater community engagement

PERFORMANCE 4: MANAGING OUR BUSINESS



STRATEGIC GOAL;

Provide responsive and accessible leadership, advocacy and efficient service delivery within sound financial management and accountable government practices

GOVERNANCE

ACHIEVEMENTS

- Continued best practice governance
- Implementation of Electronic Data Management System
- Continued best practice in risk management at Local, State and Federal Government levels.
- Implementation of a standardised risk management software system

CHALLENGES

The challenge is keeping abreast with legislative changes and the impact they have on providing local government governance best practice

LOOKING FORWARD

Tendering and the implementation of a new records management system

RISK MANAGEMENT

ACHIEVEMENTS

- Continued best practice in risk management across Local, State and Federal Government Agencies
- Council has participated in a world first research on Organisational Resilience that will be released internationally in 2014
- Implementation of a standardised Risk Management Software System
- Fully implemented and managed Enterprise Risk Management framework
- Fully documented and managed Enterprise Risk Register
- Risk Management integrated into Project Management and Business Planning process

CHALLENGES

- The challenge is to continually manage Council's dynamic risk profile and ensure that Council continues to manage risk to maximise opportunity. Risk managing is an evolving specialist area and whilst setting best practice across multiple layers of Government the challenge is to maintain this and to become leaders in risk management at a national and international level.

LOOKING FORWARD

- Continued participation in world's first research into organisational resilience
- Continue to embed risk management across all Council functions and activities

- Document Council's operational risk management profile
- Implementation of an Insurance Management Framework
- Risk Management benchmarking exercise with Local, State and Federal Government agencies

CUSTOMER SERVICE

ACHIEVEMENTS

- Establishment of customer service Project Control Group to provide recommendations to Leadership Team on customer service improvement initiatives.
- Implementation of updated City of Ballarat website and further development of eServices for customer requests. Increase in web based request from 170 per month to 240 per month (average)

CHALLENGES

- Seasonal Hazards such as storm (wind and flood) and fire events put a strain on resources and impacted on the ability to achieve consistent call answer speed.
- The business unit had a target of 80% of calls answered in 30 seconds, the unit achieved 74%, in light of this result processes are to be reviewed to improve the actual.

LOOKING FORWARD

- Develop a Customer Service Strategy 2014 – 16
- Conduct further revision of service standards across the organisation.
- Further investigation into optimising our systems, procedures and training programs to deliver customer service excellence.

SUSTAINABILITY

ACHIEVEMENTS

- Council adopted its Environment Sustainability Strategy 2012-2014 which allocated responsibilities for mitigating organisational risks associated with climate change, threats to biodiversity, greenhouse gas emissions reduction and reducing our energy, water and waste production to a number of business units.
- Business cases for the establishment of a waste to energy facility at the Ballarat West Employment Zone and for conversion of green waste to fuel for heating were undertaken.
- The Harnessing Ballarat's Storm Water Project was completed with a significant detention basin and pump station installed near the corner of Gillies Street and McKenzie Drive in Wendouree West and a storm water supply line to the rear of Stockland Wendouree Shopping Centre.

CHALLENGES

Council together with other regional councils experienced delays in approvals of designs and construction audits of landfill waste storage cells. This was attributed to a lack of clarity between designers, construction contractors and environmental auditors about how to implement the Environment Protection Authority’s requirements for certified quality assured construction.

The delays required the Regional Landfill to redirect commercial waste to other landfills for the first six months of the year until the second stage of the new waste storage cell had been completed and approved for use. With these cells not having the final cell capping in place the higher than average rainfall required significant volumes of leachate to be carted from the landfill to licenced liquid waste disposal facilities in Melbourne.

LOOKING FORWARD

- Following the business cases prepared for waste to energy solutions, it is proposed that Council will undertake expressions of interest in 2013/14 for interested parties to invest in green waste kerbside collection services and the provision of waste to energy proposals for the Ballarat West Employment Zone.
- Council will undertake waste storage cell capping works at the Regional landfill, which will improve the efficiency of landfill gas capture and significantly reduce volumes of leachate accumulating in the waste storage cells. The capping will be vegetated with native grass species which will improve the habitat for native fauna.
- Building on this year’s significant storm water harvesting projects, Council will be partnering with Central Highlands Water a trial aquifer storage and re-use pilot project to determine if rainwater and storm water could in future be collected, treated, stored in the underground aquifer and recovered for drinking and irrigation supplies

ORGANISATIONAL DEVELOPMENT

ACHIEVEMENTS

- Through 2013 there was a continued roll out of coach skills program
- Staff Recognition was continued with internal excellence awards and also a continuation of staff service recognition awards
- Continued with the greater organisational roll out of the City of Ballarat staff wellbeing program.

- Again all staff celebrated the end of the calendar year with the staff family Christmas get together.
- Participated in a wellbeing project in conjunction with the University of San Francisco

CHALLENGES

- A high emphasis was placed on staff performance planning, reviews and position descriptions. The challenge for the team was managing the process through the organisation with positive results achieved in returns.

LOOKING FORWARD

- Organisational development is clearly focussed on sustainable service delivery and as a result, the majority of the City’s services will be reviewed in coming years.
- The organisation is committed to cultural enhancement through clearly defined leadership values and behaviours leading to a cultural survey.

INFORMATION TECHNOLOGY

ACHIEVEMENTS

- Internal and External Security Test and Audit
- Upgraded Desktop Systems to Windows 7 and Office 2010
- Annual Replacement of ICT Equipment
- Implemented Mobile Device Management Suite
- Developed and Implemented Council Space, a secure portal for Councillors to access information
- Implemented Online Planning Applications via eServices

CHALLENGES

- Six months without a full time Manager ICT
- Transition of Hepburn Library from City of Ballarat back to Hepburn Shire Council

LOOKING FORWARD

- Rollout of Smart Mobile Applications to provide enhanced methods of interaction for City of Ballarat residents
- Provision of online mapping for residents
- Development of enhanced analytics and dashboards for Management Reporting
- Review of the ICT Core Infrastructure
- Annual Replacement of ICT Equipment
- Internal and External Security Test and Audit



STRATEGIC COMMUNICATIONS AND STAKEHOLDER RELATIONS

ACHIEVEMENTS

- Ongoing production and delivery of myballarat community magazine to every resident in the City of Ballarat
- Increased social media engagement via twitter and facebook
- Delivery of Ballarat Imagine community consultation project – branding, production of collateral and managed community engagement opportunities. The largest conversation ever had with our community.
- Marketing and public relations support to community events
- Maximise branding and sponsorship opportunities
- Participated in Regional Living Expo
- Provided ongoing support to Councillors and senior Council staff
- Managed media enquiries
- Managed City of Ballarat collateral and advertising
- Relaunched Council's You Tube channel

CHALLENGES

- The effectiveness of the distribution of myballarat magazine to every household in municipality reliant on Australia Post and street walkers.
- The continued reliance on media outlets to disseminate Council information effectively.

LOOKING FORWARD

- Continue to increase social media engagement via facebook, twitter and instagram
- Launch of remodelled website, mobile friendly
- Look at ways to better engage key demographic and geographic groups
- Continue to change our community methods to better suit community needs and change changes in media consumption

2012/13

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 the LGA] for the 2012/13 financial year. The measures used were the key performance indicators in the Council's 2012/13 Budget.

Key Strategic Activity	Performance Measure	How Data is Reported	12/13 Target	12/13 Actual	Target Met/ Not met
Number of New Residents Programs	City of Ballarat 2012/13 Budget Document	Business Unit Reporting	4	6	Met
Number of Phone Calls Answered Within 30 Seconds	City of Ballarat 2012/13 Budget Document	Business Unit Reporting (Telstra Phone system)	80%	74%	Not Met
Percentage of Total Memberships that are renewed for the year (Ballarat Leisure Aquatic Centre)	City of Ballarat 2012/13 Budget Document	Business Unit Reporting	56%	99.81%	Met
Average days to pay creditors	City of Ballarat 2012/13 Budget Document	Business Unit Reporting	30	22	Met
Percentage of Waste diverted from Landfill	City of Ballarat 2012/13 Budget Document	Business Unit Reporting	38%	21%	Not Met
Percentage of Capital budgeted projects completed within financial year	City of Ballarat 2012/13 Budget Document	Quarterly Financial Report	80%	87.27%	Met
Percentage of planning applications processed within 60 statutory days	City of Ballarat 2012/13 Budget Document	Business Unit Reporting	80%	82%	Met
Number of Active Memberships (Ballarat Libraries)	City of Ballarat 2012/13 Budget Document	Compiled from Library Management System	30,000	28,208	Not Met
Number of Total Loans (Ballarat Libraries)	City of Ballarat 2012/13 Budget Document	Compiled from Library Management System	680,000	658,174	Not Met
Liquidity Risk	City of Ballarat 2012/13 Budget Document	Annual Financial Statement	Low	Low	Met
Underlying Result Risk	City of Ballarat 2012/13 Budget Document	Annual Financial Statement	Medium	Low	Met
Self Financing Risk	City of Ballarat 2012/13 Budget Document	Annual Financial Statement	Low	Low	Met
Indebtedness Risk	City of Ballarat 2012/13 Budget Document	Annual Financial Statement	Low	Low	Met
Investment Gap Risk	City of Ballarat 2012/13 Budget Document	Annual Financial Statement	Medium	Low	Met

Given the different survey method used for the 2012/13 financial year it is not valid to make comparisons with the previous year.

Council Approval of the 2012/13 Performance Statement

In our opinion, the accompanying performance statement of the Ballarat City Council in respect of 2012/13 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 to 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 circumstances which would render any particular in the statement to be misleading or inaccurate.



.....
John Burt
Councillor

Dated: 25th September, 2013



.....
Vicki Coltman
Councillor

Dated: 25th September, 2013

INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Ballarat

The Performance Statement

The accompanying performance statement for the year ended 30 June 2013 of the City of Ballarat which comprises the statement and the council approval of the performance statement have 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* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from 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. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about 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)

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.

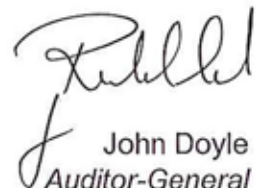
Auditor's Opinion

In my opinion, the performance statement of the City of Ballarat in respect of the 30 June 2013 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the City of Ballarat for the year ended 30 June 2013 included both in the City of Ballarat's annual report and on the website. The Councillors of the City of Ballarat are responsible for the integrity of the City of Ballarat's website. I have not been engaged to report on the integrity of the City of Ballarat's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
26 September 2013



John Doyle
Auditor-General



1888

MINING EXCHANGE



FINANCIAL STATEMENTS

ANNUAL FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2013

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Comprehensive Income Statement

For the Year Ended 30 June 2013

	Note	2013 \$'000	2012 \$'000
Income			
Rates and charges	2	68,752	64,498
User fees charges and fines	3	33,686	32,072
Grants - recurrent	4	22,736	26,734
Grants - non-recurrent	4	16,774	10,245
Contributions - cash	5 (a)	1,838	1,509
Contributions - non-monetary assets	5 (b)	13,522	11,383
Profit on disposal of assets	6	205	380
Interest	7	1,345	2,517
Reimbursements	8	1,814	752
Total income		160,672	150,090
Expenses			
Employee benefits	9	52,073	60,488
Materials and services	10	43,301	42,195
Bad and doubtful debts	11	655	319
Depreciation and amortisation	12	25,526	23,544
Finance costs	13	579	644
Other expenses	14	5,947	4,826
Total expenses		128,081	132,016
Profit		32,591	18,074
Other comprehensive income			
Net asset revaluation decrement	26 (a)	(27,019)	(119,480)
Comprehensive result		5,572	(101,406)

The above comprehensive income statement should be read in conjunction with the accompanying notes

Balance Sheet

As at 30 June 2013

	Note	2013 \$'000	2012 \$'000
Assets			
Current assets			
Cash and cash equivalents	15	29,748	44,286
Trade and other receivables	16	9,012	6,429
Inventories	17	339	372
Assets held for sale	18	-	17
Other assets	19	2,199	651
Total current assets		41,298	51,755
Non-current assets			
Trade and other receivables	16	246	78
Property, infrastructure, plant and equipment	20	1,379,653	1,374,069
Investment property	21	7,729	7,786
Total non-current assets		1,387,628	1,381,933
Total assets		1,428,926	1,433,688
Liabilities			
Current liabilities			
Trade and other payables	22	6,130	8,550
Trust funds and deposits	23	2,357	2,279
Provisions	24	10,121	19,405
Interest-bearing loans and borrowings	25	3,166	3,379
Total current liabilities		21,774	33,613
Non-current liabilities			
Provisions	24	2,878	2,845
Interest-bearing loans and borrowings	25	6,072	6,815
Total non-current liabilities		8,950	9,660
Total liabilities		30,724	43,273
Net Assets		1,398,202	1,390,415
Equity			
Accumulated surplus		786,307	751,604
Reserves	26	611,895	638,811
Total Equity		1,398,202	1,390,415

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2013

	Note	Total 2013 \$'000	Accumulated Surplus 2013 \$'000	Asset Revaluation Reserve 2013 \$'000	Other Reserves 2013 \$'000
2013					
Balance at beginning of the financial year		1,390,415	751,604	638,404	407
Prior year adjustments	39	2,215	2,215	-	-
Adjusted balance at beginning of financial year		1,392,630	753,819	638,404	407
Profit/(loss)		32,591	32,591	-	-
Net asset revaluation increment (decrement)	26(a)	(27,019)	-	(27,019)	-
Transfer to other reserves	26(b)	-	(103)	-	103
Balance at end of the financial year		1,398,202	786,307	611,385	510
2012					
		2012 \$'000	Accumulated Surplus 2012 \$'000	Asset Revaluation Reserve 2012 \$'000	Other 2012 \$'000
Balance at beginning of the financial year		1,489,353	730,501	757,884	968
Prior year adjustments	39	3,000	3,000	-	-
Adjusted balance at beginning of financial year		1,492,353	733,501	757,884	968
Profit/(loss)		18,074	18,074	-	-
Net asset revaluation increment (decrement)	26(a)	(119,480)	-	(119,480)	-
Write Back of Library Corporation Investment	15	(532)	(532)	-	-
Transfer to other reserves	26(b)	-	561	-	(561)
Balance at end of the financial year		1,390,415	751,604	638,404	407

The above statement of changes in equity should be read in conjunction with the accompanying notes

Cash Flow Statement

For the Year Ended 30 June 2013

	Note	2013 Inflows/ (Outflows) \$'000	2012 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates		67,949	64,376
Reimbursements (inclusive of GST)		1,995	827
User charges and other fines (inclusive of GST)		34,570	36,155
Grants (inclusive of GST)		41,208	38,099
Interest		1,345	2,517
Other receipts (inclusive of GST)		2,021	1,703
Net GST refund/payment		4,171	508
Payments to suppliers (inclusive of GST)		(49,919)	(44,923)
Payments to employees (including redundancies)		(61,374)	(48,461)
Other payments		(6,542)	(4,826)
Net cash provided by (used in) operating activities	27	35,424	45,975
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(48,743)	(44,565)
Proceeds from sale of property, infrastructure, plant and equipment		484	582
Loans and advances to community organisations		(192)	(40)
Repayment of loans and advances from community organisations		23	14
Net cash provided by (used in) investing activities		(48,428)	(44,009)
Cash flows from financing activities			
Finance costs		(579)	(644)
Proceeds from interest bearing loans and borrowings		2,379	2,386
Repayment of interest bearing loans and borrowings		(3,334)	(3,386)
Net cash provided by (used in) financing activities		(1,534)	(1,644)
Net increase/(decrease) in cash and cash equivalents		(14,538)	322
Cash and cash equivalents at the beginning of the financial year		44,286	43,964
Cash and cash equivalents at the end of the financial year	28	29,748	44,286
Financing arrangements	29	1,000	1,000
Restrictions on cash assets	30	2,867	2,686

The above cash flow statement should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the Year Ended 30 June 2013

Introduction

- (a) The City of Ballarat was established by an Order of the Governor in Council on 6th of May 1994 and is a body corporate.

The Council's main office is located at Town Hall located in Sturt Street, Ballarat. Council's main customer service centre is located at The Phoenix Building, 25 Armstrong Street South, Ballarat (located behind the Town Hall).

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

External Auditor - Auditor-General of Victoria

Internal Auditor - AFS and Associates

Bankers - National Australia Bank

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

This financial report is a general purpose financial report that consists of a Comprehensive 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, the Local Government Act 1989, and the Local Government (Finance and Reporting) Regulations 2004.

Note 1 Significant accounting policies

(a) Basis of accounting

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

Except for certain asset classes which include infrastructure, land, building and artwork assets, this financial report has been prepared under the historical cost convention.

All entities controlled by Council that have material assets or liabilities, such as Special Committees of Management, have been included in this financial report. All transactions between these entities and the Council have been eliminated in full. Details of entities not included in this financial report based on their materiality are detailed in the accompanying notes.

(b) Change in accounting policies

There were no changes to accounting policies and comparative figures, as such, all accounting policies are consistent with those applied in the prior year.

(c) Revenue recognition

Rates, grants and contributions

Rates, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for doubtful debts on rates has not been established as unpaid rates represents a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

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 or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 5. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

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.

Note 1 Significant accounting policies (cont.)

User fees charges and fines

User fees charges and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

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

Sale of property, plant and equipment, infrastructure

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred.

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) Inventories

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential.

Other inventories are measured at the lower of cost and net realisable value.

(e) Depreciation and amortisation of property, plant and equipment, infrastructure, intangibles

All non-current assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Land is not depreciated.

Road earthworks are not depreciated.

Artworks and Heritage Collections are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Major depreciation periods used are listed below and are consistent with the prior year unless otherwise stated:

	Period
Buildings	20-200 years
Furniture and Fittings	6-15 years
Recreational and Open Space	3-200 years
Plant and Equipment	2-25 years
Infrastructure	15-200 years

Note 1 Significant accounting policies (cont.)

(f) Repairs and maintenance

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) Borrowing 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. Except 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 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.

The following classes of assets have been recognised in note 20. In accordance with Council's policy, the threshold limits detailed below have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

	Threshold Limit
Buildings	\$5,000
Furniture and Fittings	\$1,000
Recreation and Open Space	\$5,000
Plant and Equipment	\$1,000
Infrastructure	\$10,000

Note 1 Significant accounting policies (cont.)

(h) Recognition and measurement of assets (cont.)

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 revalued.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation surplus 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 surplus 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.

In addition, Council undertakes a formal revaluation of land, buildings, artworks 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 is as follows;

	Frequency
Buildings	4 years
Land	4 years
Recreation and Open Space	5 years
Infrastructure	Yearly
Artworks & Heritage Collections	5 years

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

Managed funds are valued at fair value, being market value, at balance date. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Valuation of freehold and other controlled land (January 2012) was determined by Opteon (Vic) Pty Ltd. Land is valued at market value, considering known defects with the land.

Non significant assets being Plant and Equipment and Furniture and Fittings are deemed to be valued at cost.

Valuation of land and buildings (July 2012) were determined by Opteon (Vic) Pty Ltd. The valuation has been compiled on the basis of current replacement cost less accumulated depreciation.

Valuation of Infrastructure comprising earthworks, substructures, seals, kerbs relating to roads, footpaths, bridges and roundabouts, drains and street furniture are revalued yearly by Council's Infrastructure Engineer, and are valued at written down current replacement cost as at 1 July 2012.

Note 1 Significant accounting policies (cont.)

The valuation of Artworks was performed by Simon Storey Valuers MAVAA and are valued at net realisable value at 1 July 2011.

The valuation of Recreation & Open Space was performed by Council's Engineers and are valued at written down current replacement cost at 1 July 2012.

Land under roads

Land under roads acquired after 30 June 2008 is 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 the purposes of the cash flow statement, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

(j) Investments

Investments, other than investments in associates, are measured at cost.

(k) Tender deposits

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited (refer to note 23).

(l) Employee benefits

Wages and salaries

Liabilities for wages and salaries and rostered days off are recognised and measured as the amount unpaid at balance date and include appropriate on costs such as worker's compensation and payroll costs.

Note 1 Significant accounting policies (cont.)

Annual leave

Annual leave entitlements are accrued on a pro rata basis in respect of services provided by employees up to balance date.

Annual leave expected to be paid within 12 months is measured at nominal value based on the amount, including appropriate oncost, expected to be paid when 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.

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.

Superannuation

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. In addition Council may, periodically be required to contribute to the defined benefits scheme for current and former employees. Details of these arrangements are recorded in the note 31.

(m) Leases

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Note 1 Significant accounting policies (cont.)

(n) 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 it is expected to be settled within the next twelve months, being the Council's operational cycle, or if the Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

(o) 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.

(p) Web site costs

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

(q) Goods and Services Tax (GST)

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. 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.

(r) 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 comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(s) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

(t) Non-current assets held for sale

A non-current asset held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non current assets, disposal groups and related liabilities assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Note 1 Significant accounting policies (cont.)

(u) Investment property

Investment property, comprising freehold office complexes, is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined every four (4) years by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the comprehensive income statement on a straight line basis over the lease term.

(v) Financial guarantees

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 a 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.

(w) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value (note 35). Contingent assets and liabilities are presented inclusive of GST receivables or payable respectively.

Commitments are not recognised in the Balance Sheet but are disclosed by way of a note (note 34 and 35).

Commitments are disclosed at their nominal value and inclusive of the GST payable.

(x) Pending accounting standards

All pending accounting standards that are applicable to Council have been considered and the view being that these standards are not expected to impact Council directly.

There is a change in the definition of short term entitlements under AASB 119, the effect being that in future years annual leave will be classified as both short and long term.

	2013 \$'000	2012 \$'000
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Note 2 Rates and charges

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 2012/13 was \$14.519 billion (2011/12 \$13.094 billion).

General Rates	67,993	62,516
Special Rates	375	1,642
Interest on Rates	404	350
Abandonments	(20)	(10)
Total Rates and Charges	68,752	64,498

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2012, and the valuation was first applied for the rating year commencing 1 July 2012.

Note 3 User fees charges and fines

Aged Services Fees	1,668	2,149
Art Galleries	949	274
Ballarat Aquatic Centre	4,215	3,839
Building and Scaffolding Fees	269	416
Child Care Centres and Kindergartens	1,180	1,128
Dog and Cat Registrations and Fines	827	749
Environmental Levy	8,786	7,836
Family Day Care	131	122
Health Licences and Fees	574	526
Her Majesty's Theatre	843	628
Land Information Certificates	84	82
Landfill Operations	2,162	3,554
Library Services	1,082	1,170
Local Law Permits	171	130
Meals on Wheels	709	703
Other	1,962	1,895
Parking Fees, Fines and Charges	4,929	4,429
Private Works	46	66
Property Rentals	741	587
Robert Clark Centre	186	170
Sale of Valuations	222	38
Subdivision Supervision & Certification Fees	736	517
Town Planning Fees and Certificates	513	579
Training Incentives	16	36
Transfer Station	685	449
Total User fees charges and fines	33,686	32,072

2013
\$'000

2012
\$'000

Note 4 Grants

Grants were received in respect of the following :

Summary of grants

Recurrent	22,736	26,734
Non Recurrent	16,774	10,245

Total Grants	39,510	36,979
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Recurrent

Art Gallery, Theatres and Community Arts	285	473
Family and Children's Services	3,876	2,698
General Revenue Grant	11,495	14,749
Healthy Community	511	799
Home Care	4,947	4,378
Library	697	562
Other	712	2,875
School Crossing Supervision	213	200

Total Recurrent	22,736	26,734
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Non-recurrent

Buildings	9,530	2,901
Other Structures	3,133	4,541
Roads	4,111	2,803

Total Non-recurrent	16,774	10,245
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Conditions on grants

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:

Buildings	-	723
Community Projects	2,382	271
Roads	37	-
Other Structures	885	2,098

3,304	3,092
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Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:

Buildings	723	178
Community Projects	271	34
Other Structures	2,098	-
Parks & Environment	-	460

3,092	672
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	2013 \$'000	2012 \$'000
Note 5 Contributions		
(a) Cash		
Art Gallery Ballarat	-	316
Community Services	-	48
Infrastructure	13	-
Land and Subdivision Contributions	599	502
Other	-	1
Parks, open space and streetscapes	-	114
Recreational, leisure and community facilities	1,226	469
Tourism Development & Economic Development	-	59
Total Contributions	1,838	1,509
(b) Non-monetary assets		
Artworks	700	386
Drainage	-	4,980
Land	790	-
Land under roads	843	512
Parks, open space and streetscapes	7,125	2,454
Roads	4,064	3,051
Total Non-monetary assets	13,522	11,383
Total contributions	15,360	12,892
Note 6 Profit on disposal of Assets		
(a) Land and Buildings		
Proceeds of sale	16	17
Less: Cost of Land and carrying Amount of Buildings Sold	(136)	(40)
Profit/(loss) on Sale	(120)	(23)
(b) Plant and Equipment		
Proceeds of sale	424	565
Less: Carrying Amount of Plant and Equipment Sold	(99)	(162)
Profit on Sale	325	403
Total Profit on Sale of Assets	205	380
Note 7 Interest		
Interest on Investments	1,345	2,517
Total Interest	1,345	2,517

	2013 \$'000	2012 \$'000
Note 8 Reimbursements		
Road Maintenance/works	616	-
Legal expenses recovered	248	-
Insurance	364	349
FBT staff reimbursement	174	144
Workcover reimbursement	408	-
Other	4	259
Total Reimbursements	1,814	752

Note 9 Employee benefits		
Wages and salaries	40,609	39,767
Workcover	1,232	951
Annual leave and long service leave	4,995	4,892
Superannuation*	3,913	13,514
Other overheads and related costs	1,324	1,364
Total Employee benefits	52,073	60,488

*Superannuation - As a result of the "Actuarial" completed on 31 December 2011, Vision Super advised the City of Ballarat of its portion of the Defined Benefits shortfall. As at 30 June 2013 the liability was \$0.0 million (2012 \$9.639 million).

Note 10 Materials and services		
Contract payments	37,263	35,939
Plant and equipment maintenance	2,313	3,200
Utilities	3,725	3,056
Total Materials and services	43,301	42,195

Note 11 Bad and doubtful debts		
Parking fine debtors	456	264
Local Laws debtors	33	18
Animal control	128	-
Other debtors	38	37
Total Bad and doubtful debts	655	319

Note 12 Depreciation and amortisation		
Landfill Improvements	25	25
Plant and Equipment	2,295	2,378
Fixtures, fittings and furniture	28	27
Lending Materials	160	142
Infrastructure	21,522	19,494
Recreation and Open Space	1,496	1,478
Total Depreciation and amortisation	25,526	23,544

	2013 \$'000	2012 \$'000
Note 13 Finance costs		
Interest - Borrowings	579	644
Total Finance costs	579	644
Note 14 Other expenses		
Operating lease rentals	1,185	804
Insurances	1,671	1,412
Regional Library contribution	-	300
Election Expenses	328	7
Public Relations	729	789
Councillors' allowances	258	262
Legal Expenses	1,033	519
Licenses/Permits	46	56
Other	697	677
Total Other expenses	5,947	4,826
Note 15 Cash and cash equivalents		
Cash at bank and on hand	631	1,312
Term Deposits	29,117	42,886
Deposits at Call	-	88
Total Cash and cash equivalents	29,748	44,286
Note 16 Trade and other receivables		
Current		
Rates debtors	2,583	1,781
Parking infringement debtors	1,888	1,536
Provision for doubtful debts - parking infringements	(866)	(607)
Loans and advances to community organisations	-	1
Library	1,936	329
Home care	311	518
Local Laws	405	247
Government grants	1,885	784
Other debtors	-	808
Provision for doubtful debts - other debtors	(228)	(171)
Net GST receivable	1,098	1,203
	9,012	6,429
Non-current		
Loans and advances to community organisations	246	78
	246	78
Total Trade and other receivables	9,258	6,507

	2013 \$'000	2012 \$'000
Note 17 Inventories		
Inventories held for distribution	247	204
Inventories held for sale	92	168
Total Inventories	339	372
Note 18 Assets held for sale		
Cost of acquisition	-	17
Total Assets held for resale	-	17
Note 19 Other assets		
Current		
Prepayments	1,941	318
Accrued income	258	333
Total Other assets	2,199	651

	2013 \$'000	2012 \$'000
Note 20 Property, infrastructure, plant and equipment		
Property		
Land		
at cost	5,037	2,627
at fair value	255,034	255,153
	260,071	257,780
Land under roads		
at fair value	2,462	1,619
	2,462	1,619
Land improvements (Land Fill)		
at fair value	1,220	1,220
Less accumulated depreciation	(176)	(148)
	1,044	1,072
Total Land	263,577	260,471
Buildings		
at fair value	100,869	61,529
at cost	25,174	-
Less accumulated depreciation	(2,435)	-
Total Buildings	123,608	61,529
Total Property	387,185	322,000
Recreation and Open Space		
at fair value	39,302	37,139
at cost	20,769	24,179
Less accumulated depreciation	(1,496)	(6,743)
Total Recreation and Open Space	58,575	54,575
Plant and Equipment		
Plant, machinery and equipment		
at cost	24,616	21,522
Less accumulated depreciation	(14,138)	(13,356)
	10,478	8,166
Fixtures, fittings and furniture		
at cost	1,636	1,421
Less accumulated depreciation	(1,271)	(1,257)
	365	164

	2013 \$'000	2012 \$'000
Note 20 Property, infrastructure, plant and equipment (continued)		
Artwork & Heritage Collections		
at fair value	109,434	109,010
at cost	1,089	813
	110,523	109,823
Library books		
at cost	5,071	4,777
Less accumulated depreciation	(3,476)	(3,315)
	1,595	1,462
Total Plant and Equipment	122,961	119,615
Transport Infrastructure at valuation		
Road Pavements	361,236	443,443
Surfaces	24,456	24,907
Bridges and Major Culverts	26,239	20,831
Ancillary Transport Assets	20,982	21,772
Kerb and Channel	96,794	101,520
Pathways	37,151	32,286
Transport Infrastructure at cost	16,700	18,787
Less accumulated depreciation	(12,873)	(13,625)
	570,685	649,921
Other Infrastructure at valuation		
Box Culverts	9,396	11,051
Pipes	158,944	126,798
Pits	23,434	22,001
Channels	24,593	24,843
Outdoor Structures and Facilities	13,404	13,404
Other Infrastructure at cost	7,207	3,406
Less accumulated depreciation	(6,096)	(5,869)
	230,882	195,634
Total Infrastructure	801,567	845,555
Works in progress		
Recreation & Business Undertakings	6,894	19,883
Buildings	942	8,505
Infrastructure	1,526	3,234
Plant & Equipment	3	702
Total Works in progress	9,365	32,324
Total property, infrastructure, plant and equipment	1,379,653	1,374,069

Note 20 Property, infrastructure, plant and equipment (continued)

	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements)	Recognition of Assets	Depreciation and amortisation (note 12)	Written down value of disposals	Transfers	Balance at end of financial year
2013	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property								
land	257,781	2,409	17	-	-	(136)	-	260,071
land under roads	1,619	843	-	-	-	-	-	2,462
land improvements	1,070	-	-	-	(26)	-	-	1,044
buildings	61,528	11,437	39,341	-	(2,435)	-	13,737	123,608
recreation and open space	54,574	6,818	(15,272)	-	(1,496)	-	13,951	58,575
plant, machinery and equipment	8,167	4,004	-	-	(2,296)	(99)	702	10,478
fixtures, fittings and furniture	164	229	-	-	(28)	-	-	365
artwork and heritage collections	109,823	700	-	-	-	-	-	110,523
library books	1,462	294	-	-	(161)	-	-	1,595
infrastructure	845,557	23,907	(51,148)	2,219	(18,968)	-	-	801,567
works in progress	32,324	5,431	-	-	-	-	(28,390)	9,365
Total	1,374,069	56,072	(27,062)	2,219	(25,410)	(235)	-	1,379,653

	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements)	Recognition of Assets	Depreciation and amortisation (note 12)	Written down value of disposals	Transfers	Balance at end of financial year
2012	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property								
land	294,902	2,625	(39,691)	-	-	(40)	(15)	257,781
land under roads	1,107	512	-	-	-	-	-	1,619
land improvements	1,095	-	-	-	(25)	-	-	1,070
buildings	74,641	1,589	(16,662)	-	-	-	1,960	61,528
recreation and open space	48,382	5,980	-	-	(1,478)	-	1,690	54,574
plant, machinery and equipment	7,531	3,185	-	-	(2,378)	(171)	-	8,167
fixtures, fittings and furniture	160	31	-	-	(27)	-	-	164
artwork and heritage collections	109,399	424	-	-	-	-	-	109,823
library books	-	181	-	1,423	(142)	-	-	1,462
infrastructure	905,849	21,889	(65,991)	3,000	(19,494)	-	304	845,557
works in progress	18,300	18,753	-	-	-	-	(4,729)	32,324
Total	1,461,366	55,169	(122,344)	4,423	(23,544)	(211)	(790)	1,374,069

	2013 \$'000	2012 \$'000
Note 21 Investment property		
Investment Property at Valuation	7,846	7,786
Accumulated Depreciation	(117)	-
Balance at end of financial year	7,729	7,786
Note 22 Trade and other payables		
Trade payables	4,768	7,621
Wages Payable	1,321	919
Accrued loan expense	41	10
Total trade and other payables	6,130	8,550
Note 23 Trust funds and deposits		
Trust - Majestix Bookings	74	169
Trust - Resiting Of Houses	10	41
Trust - Contract Retentions & Securities	44	103
Trust - Subdivision Holding Fees	1,055	1,023
Trust - Botanic Gardens Community Fund	84	86
Other - Deposits & Trusts	1,090	857
Total trust funds and deposits	2,357	2,279

	2013 \$'000	2012 \$'000
Note 24 Provisions		
(a) Employee benefits		
Current		
Annual leave	4,414	4,560
Long service leave	5,632	5,065
Defined benefits superannuation	-	9,639
Other	75	141
	10,121	19,405
Non-current		
Long service leave	1,658	1,625
	1,658	1,625
Aggregate carrying amount of employee benefits:		
Current	10,121	19,405
Non-current	1,658	1,625
	11,779	21,030
The following assumptions were adopted in measuring the present value of employee benefits:		
Weighted average increase in employee costs	1.84%	4.31%
Weighted average discount rates	4.84%	2.78%
(i) Current		
Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value	10,121	14,940
Other long-term employee benefits that do not fall due within 12 months after the end of the period measured at present value	-	4,465
	10,121	19,405
(ii) Non-current		
Long service leave representing less than 10 years of continuous service measured at present value	1,658	1,625
(b) Land fill restoration		
Landfill restoration	1,220	1,220
Provision for land fill Improvements	1,220	1,220
	1,220	1,220
Current	10,121	19,405
Non Current	2,878	2,845
	12,999	22,250

*Superannuation - As a result of the "Actuarial" completed on 31 December 2011, Vision Super advised the City of Ballarat of its portion of the Defined Benefits shortfall. As at 30 June 2013 the liability was \$0.0 million (2012 \$9.639 million).

	2013 \$'000	2012 \$'000
Note 25 Interest-bearing loans and borrowings		
Current		
Borrowings - secured	3,166	3,379
	3,166	3,379
Non-current		
Borrowings - secured	6,072	6,815
	9,238	10,194
The maturity profile for Council's borrowings is:		
Not later than one year	3,166	3,379
Later than one year and not later than five years	6,072	6,498
Later than five years	-	317
Total Interest-bearing loans and borrowings	9,238	10,194

All borrowings of the City of Ballarat are secured against the "rate income" of the Council

Note 26 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Prior Year Adjustment	Balance at end of reporting period
(a) Asset revaluation reserve	\$'000	\$'000	\$'000	\$'000
2013				
Artwork and Heritage Collections	76,876	-	-	76,876
Buildings	3,582	39,341	-	42,923
Land	221,897	60	-	221,957
Recreation and Open Space	16,488	(15,272)	-	1,216
Plant and Equipment	1,937	-	-	1,937
Infrastructure	317,624	(51,148)	-	266,476
Total Asset revaluation reserve	638,404	(27,019)	-	611,385

2012				
Artwork and Heritage Collections	76,876	-	-	76,876
Buildings	17,380	(13,798)	-	3,582
Land	261,588	(39,691)	-	221,897
Recreation and Open Space	16,488	-	-	16,488
Plant and Equipment	1,937	-	-	1,937
Infrastructure	383,615	(65,991)	-	317,624
Total Asset revaluation reserve	757,884	(119,480)	-	638,404

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
(b) Other reserves	\$'000	\$'000	\$'000	\$'000
2013				
Balhausen Organ	17	1	6	12
Ballarat Aquatic Centre	-	98	-	98
Subdividers Contributions	390	599	589	400
Total Other reserves	407	698	595	510

2012				
Balhausen Organ	17	-	-	17
Subdividers Contributions	951	502	1,063	390
Total Other reserves	968	502	1,063	407

	2013 \$'000	2012 \$'000
Note 27 Reconciliation of cash flows from operating activities to surplus (deficit)		
Profit (loss)	32,591	18,074
Depreciation/amortisation	25,526	23,544
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(205)	(380)
Contributions - Non-monetary assets	(13,522)	(11,383)
Interest and other costs of finance	579	644
Movement In GST Payment	4,387	508
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,581)	1,522
(Increase)/decrease in prepayments	(1,623)	197
Increase/(decrease) in accrued income	75	129
Increase/(decrease) in trade and other payables	(535)	1,072
(Increase)/decrease in inventories	33	21
Increase/(Decrease) in provisions	(9,301)	12,027
Net cash provided by/(used in) operating activities	35,424	45,975
Note 28 Reconciliation of cash and cash equivalents		
Cash and cash equivalents (see note 15)	29,748	44,286
Less bank overdraft	-	-
Total Reconciliation of cash and cash equivalents	29,748	44,286
Note 29 Financing arrangements		
Bank overdraft	1,000	1,000
Leasing facilities	3,552	3,552
Used facilities	3,552	3,552
Total Unused facilities	1,000	1,000
Note 30 Restricted assets		
Council has cash and cash equivalents (note 15) that are subject to restrictions.		
Reserve funds (note 26)	510	407
Trust Funds and Deposits	2,357	2,279
Total Restricted assets	2,867	2,686

Note 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 profit or loss when they are due. The Fund has two categories of membership, accumulation and defined benefit, 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. Council 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.

Effective from 1 July 2013, the Superannuation Guarantee contribution rate will increase to 9.25%, and will progressively increase to 12% by 2019.

Vision Defined Benefit Plan

The Fund's Defined Benefit Plan is a multi-employer sponsored plan. As the Plan's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to reliably 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 benefit 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 2011, Council makes the following contributions:-

- 9.25% of members' salaries (same as previous year);

In addition, the City of Ballarat reimburses the fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit (the funded resignation or retirement benefit is calculated as the VBI multiplied by the benefit).

The City of Ballarat is also required to make additional contributions to cover the contribution tax payable on the contributions referred to above.

The Local Authorities Superannuation Fund latest as at 31 December 2011 actuarial investigation identified an unfunded liability of \$406 million excluding the contributions tax in the defined benefit fund of which we are a member. Council was made aware of the expected short fall through the year and was informed of their share of the short fall as at 30 June 2012 which amounted to \$9,639,329, which was paid on 3 August 2012. Council has accounted for this short fall in the Compressive Income Statement in Employee Benefit (see note 9) and in the Balance Sheet in Provisions Employee Benefits (see note 24).

Note 31 - Superannuation (continued)

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

Net Investment rate of Return	7.50% p.a.
Salary Inflation	4.25% p.a.
Price Inflation	2.75% p.a.

	2013	2012
	\$'000	\$'000
Fund		
Defined benefits fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	611	649
	611	649
Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date	-	80
	-	80
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,962	4,137
	2,962	4,137
Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date	245	233
	245	233

Note 32 Commitments

The Council has entered into the following commitments

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2013					
Capital					
Buildings	1,465	-	-	-	1,465
Infrastructure	480	-	-	-	480
Roads	2,068	1,400	1,400	-	4,868
Equipment	481	-	-	-	481
Total	4,494	1,400	1,400	-	7,294

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2012					
Capital					
Buildings	3,503	-	-	-	3,503
Infrastructure	1,541	-	-	-	1,541
Roads	1,827	-	-	-	1,827
Equipment	244	-	-	-	244
Total	7,115	-	-	-	7,115

	2013 \$'000	2012 \$'000
Note 33 Operating leases		
(a) Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	993	887
Later than one year and not later than five years	1,782	2,560
Later than five years	-	1
	2,775	3,448

(b) Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	296	296
Later than one year and not later than five years	217	375
Later than five years	-	138
	513	809

Note 34 Contingent liabilities and contingent assets

Contingent liabilities

Legal

Council is presently involved in several confidential legal matters, which are being conducted through Councils solicitors.

As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Guarantees for loans to other entities

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.

Contingent assets

Developer contributions

In accordance with AASB 137, 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 of \$12.823 million (2012-13) and \$11.4 million (2011-12).

Note 35 Financial Instruments

(a) Accounting Policy, terms and conditions

Recognised financial instruments	Note	Accounting Policy	Terms and Conditions
Financial assets			
Cash and cash equivalents	15	<p>Cash on hand and at bank and money market call account are valued at face value.</p> <p>Interest is recognised as it accrues.</p> <p>Investment and bills are valued at cost. Investments are held to maximise interest returns of surplus cash. Interest revenues are recognised as they accrue.</p>	<p>On call deposits returned a floating interest rate of 2.50% to 2.60% (3.65% in 2011/2012). The interest rate at balance date was 2.65% (3.65% in 2011/2012).</p> <p>Funds returned fixed interest rate of between 3.32% (4.25% in 2011/2012), and 6.00% (7.24% in 2011/2012) net of fees.</p>
Loans and Advances		<p>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.</p>	<p>Interest charges on these loans range between 0 & 3% (0-5% in 2011/2012).</p>
Other debtors	16	<p>Receivables are carried at amortised cost using the effective interest method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred. Collectability of overdue accounts is assessed on an ongoing basis.</p>	<p>General debtors are unsecured and interest free credit terms are based on 30 days</p>
Recognised financial instruments			
Financial Liabilities			
Trade and other payables	22	<p>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.</p>	<p>General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.</p>
Interest-bearing loans and borrowings	21	<p>Loans are carried at their principal amounts, which represent the 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.</p>	<p>Borrowings are secured by way of mortgages over the general rates of the Council.</p> <p>The weighted average interest rate on borrowings is 5.87% (6.37% in 2011/2012).</p>
Bank overdraft		<p>Overdrafts are recognised at the principal amount. Interest is charged as an expense as it accrues.</p>	<p>The overdraft is subject to annual review.</p> <p>It is secured by a mortgage over Council's general rates and is repayable on demand.</p> <p>The interest rate as at balance date was 9.92% (9.87 in 2011/2012).</p>

Note 35 (b) Financial instruments - Interest Rate Risk

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

	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		
2013						
Financial assets						
Cash and cash equivalents	29,748	-	-	-	-	29,748
Trade and other receivables	-	-	246	-	9,012	9,258
Accrued Income	258	-	-	-	-	258
Total financial assets	30,006	0	246	0	9,012	39,264
Financial liabilities						
Trade and other payables	-	-	-	-	6,130	6,130
Trust funds and deposits	-	-	-	-	2,357	2,357
Interest-bearing loans and borrowings	-	3,166	6,072	-	-	9,238
Total financial liabilities	-	3,166	6,072	0	8,487	17,725
Net financial assets (liabilities)	30,006	(3,166)	(5,826)	0	525	21,539

	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		
2012						
Financial assets						
Cash and cash equivalents	44,286	-	-	-	-	44,286
Trade and other receivables	-	-	78	-	6,351	6,429
Accrued Income	333	-	-	-	-	333
Total financial assets	44,619	0	78	0	6,351	51,048
Financial liabilities						
Trade and other payables	-	-	-	-	8,550	8,550
Trust funds and deposits	-	-	-	-	2,279	2,279
Interest-bearing loans and borrowings	-	3,379	6,499	316	-	10,194
Total financial liabilities	-	3,379	6,499	316	10,829	21,023
Net financial assets (liabilities)	44,619	(3,379)	(6,421)	(316)	(4,478)	30,025

Interest rate risk

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 exposes us to fair value interest rate risk.

Our loan borrowings are sourced from major Australian banks by a tender process. 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 regulations and standards,
- capital protection, and appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,

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

Note 35(c) Financial Instruments - Net Fair Values

The aggregate net fair values 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	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Financial assets				
Cash and cash equivalents	29,748	44,286	29,748	44,286
Trade and other receivables	9,258	6,429	9,258	6,429
Accrued Income	258	333	258	333
Total financial assets	39,264	51,048	39,264	51,048
Financial liabilities				
Trade and other payables	6,130	8,550	6,130	8,550
Trust funds and deposits	2,357	2,279	2,357	2,279
Interest-bearing loans and borrowings	9,238	10,194	9,238	10,194
Total financial liabilities	17,725	21,023	17,725	21,023

(d) Credit Risk

Ageing of Investments and Receivables at reporting date	2013 \$'000	2012 \$'000
Current (not yet due)	32,676	48,861
Past due by up to 30 days	1,216	433
Past due between 31 and 180 days	1,308	1,053
Past due between 181 and 365 days	3,560	258
Past due by more than 1 year	-	111
Total Trade & Other Receivables	38,760	50,716
Movement in Provisions for Doubtful Debts	2013 \$'000	2012 \$'000
Balance at the beginning of the year	(778)	(680)
New Provisions recognised during the year	(326)	(339)
Amounts already provided for and written off as uncollectible	10	220
Amounts provided for but recovered during the year	-	21
Balance at end of year	(1,094)	(778)

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 some financial assets included in our balance sheet. To help manage this risk:

- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and
- we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

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. However, credit risk associated with the Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. 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 34.

Note 35 (d) Financial Instruments - Credit Risk

Ageing of individually impaired Trade and Other Receivables

At balance date, other debtors representing financial assets with a nominal value of \$128,390 (2012 \$85,883) were impaired. The amount of the provision raised against these debtors was \$114,039 (2012: \$85,883). The individually impaired debtors relate to general and sundry debtor and have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of Trade and Other Receivables that have been individually determined as impaired at reporting date was:

	2013 \$'000	2012 \$'000
Past due but not impaired	14	-
Past due and impaired	114	85
Total Trade & Other Receivables	128	85

Note 35 (e) Financial Instruments - Liquidity Risk

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

2013	0-12 months \$'000	1-2 years \$'000	2-5 years \$'000	>5 years \$'000	Contracted Cash Flow \$'000	Carrying Amount \$'000
Trade and other payables	6,130	-	-	-	6,130	6,130
Trust funds and deposits	2,357	-	-	-	2,357	2,357
Interest-bearing loans and borrowings	3,166	2,651	4,044	-	9,861	9,238
Total financial liabilities	11,653	2,651	4,044	0	18,348	17,725

2012	0-12 months \$'000	1-2 years \$'000	2-5 years \$'000	>5 years \$'000	Contracted Cash Flow \$'000	Carrying Amount \$'000
Trade and other payables	8,550	-	-	-	8,550	8,550
Trust funds and deposits	2,279	-	-	-	2,279	2,279
Interest-bearing loans and borrowings	3,929	4,882	2,469	328	11,608	10,194
Total financial liabilities	14,758	4,882	2,469	328	22,437	21,023

Liquidity risk

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

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

To help reduce these risks we:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- 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.

Note 35 (f) Financial Instruments - Market Risk Exposure

		Interest rate risk			
		-2 %		+1%	
		-200 basis points		+100 basis points	
2013	Subject to risk \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Financial assets:					
Cash and cash equivalents	29,748	(595)	(595)	297	297
Financial liabilities:					
Interest-bearing loans & borrowings	9,238	-	-	-	-

		Interest rate risk			
		-2 %		+1%	
		-200 basis points		+100 basis points	
2012	Subject to risk \$'000	Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Financial assets:					
Cash and cash equivalents	44,286	(886)	(886)	443	443
Financial liabilities:					
Interest-bearing loans & borrowings	10,194	-	-	-	-

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.

Note 35 (f) Financial Instruments - Market Risk Exposure (continued)**Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are 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.

Note 35 (g) Financial Instruments - Fair Value Hierarchy

The table below analyses financial instruments carried at fair value by valuation method.

The different levels have been defined as follows:

Level 1 quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 inputs other than quoted prices included within level one that are observable for the asset or liability, either directly (i.e. prices) or indirectly (i.e. derived from prices)

Level 3 inputs for the asset or liability that are not based on observable market data

30-Jun-13	level 1	level 2	level 3	Total
Available for sale financial assets	-	-	-	-
Cash and Cash Equivalents	29,748	-	-	29,748
Financial assets held for trading	-	-	-	-
Derivative financial assets	-	-	-	-
	29,748	-	-	29,748
30-Jun-12	level 1	level 2	level 3	Total
Available for sale financial assets	-	-	-	-
Cash and Cash Equivalents	44,286	-	-	44,286
Financial assets held for trading	-	-	-	-
Derivative financial assets	-	-	-	-
	44,286	-	-	44,286

Note 36 Auditors' remuneration

	2013 \$'000	2012 \$'000
Audit fee to conduct external audit - Victorian Auditor-General	75	71
Internal audit fees - AFS & Associates	103	56
	178	127

Note 37 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 38 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors 8-11-2012 to 30-06-2013

John Burt (Mayor)
Samantha McIntosh
Belinda Coates
John Philips
Amy Johnson
Vicki Coltman
Des Hudson
Peter Innes
Joshua Morris

Councillors 1-07-2012 to 27-10-2012

Mark Harris (Mayor)
Ben Taylor
Craig Fletcher
Judy Verlin
Cheryl Bromfield
Noel Perry

Chief Executive Officer

Anthony Schinck

Note 38 Related party transactions (continued)

(ii) Remuneration of Responsible Persons

The numbers of Responsible Officers, whose total remuneration from Council and any related entities fall within the following bands:

	2013 No.	2012 No.
<\$20,000	11	-
\$20,000 - \$29,999	3	7
\$40,000 - \$49,999	1	1
\$50,000 - \$59,999	-	1
\$60,000 - \$69,999	-	-
\$150,000 - \$159,999	-	-
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	1	-
	16	10

Total Remuneration for the reporting year for Responsible Persons included above amounted to:

\$'000	\$'000
515	516

(iii) Senior Officers 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 or whose total annual remuneration exceeds \$130,000.

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

Income Range:	2013 No.	2012 No.
<\$127,000	-	8
\$127,000 - \$129,999	-	-
\$130,000 - \$139,999	4	1
\$140,000 - \$149,999	2	1
\$150,000 - \$159,999	-	-
\$160,000 - \$169,999	3	4
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	1	-
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	1	-
	11	16

	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to	1,727	2,054

Note 38 Related party transactions (continued)

(iv) There have been no transactions which have been entered into with related parties for the relevant year.

Note 39 Prior year adjustments

(During 2013, Council identified further assets owned by it that were not reflected in the fixed asset register. In 2012 assets to the value of \$2.219 million were found that were not reflected in the Asset Register.

Prior Year Adjustment -	2013 \$'000	2012 \$'000
Road Seal	-	-
Road Pavement	485	3,000
Footpath	-	-
Kerb	-	-
Bridge	-	-
Drainage	1,730	-
Total Prior year adjustments	2,215	3,000

Note 40 Income, expenses and assets by function/activities

	2013	2012
	\$'000	\$'000
Revenue		
Executive Unit	54	197
Growth & Development	45,679	34,582
Destination & Economy	14,363	9,602
People & Communities	17,081	16,129
Governance & Information Services	286	112
Finance	100,403	89,319
Organisation Services	185	144
Strategic Communications	17	5
Total Revenue	178,068	150,090
Expenses		
Executive Unit	990	1,005
Growth & Development	59,016	47,128
Destination & Economy	13,177	13,366
People & Communities	23,785	23,304
Governance & Information Services	7,312	6,313
Finance	35,987	35,504
Organisation Services	3,092	3,154
Strategic Communications	2,118	2,242
Total Expenditure	145,477	132,016
Results from Ordinary Activities	32,591	18,074

The following divisions are responsible for delivering Council's programs, projects and activities for the Ballarat community:

Executive Unit

The Executive Unit includes the Office of the Chief Executive who has overall responsibility for managing the Council organisation, providing strategic and corporate communications and executive support to the Mayor and Councillors.

Growth and Development

Development and Infrastructure is responsible for managing Council and community assets and providing infrastructure planning, development and delivery for the community's roads, open space and built environment. It also provides leisure and recreational services and strategic planning for the future development of the municipality.

Destination and Economy

The Destination and Connections division manages the city's cultural institutions such as the Art Gallery of Ballarat and Her Majesty's Theatre as well as generally fostering arts and cultural development for the Ballarat community. Since 2012 it also manages and supports the tourism industry and attracts events to make Ballarat a key Australian destination of choice.

Note 40 Income, expenses and assets by function/activities (continued)

People and Communities

The People and Communities division provides a broad range of community services that support and enhance the quality of life for Ballarat residents. The services relate to home and personal care, people with disabilities, aged services, maternal and child health, childcare, youth, cultural diversity, community safety and assistance to disadvantaged communities.

Governance and Information Services

The Governance and Information Services unit provides governance, legal, civic and risk management advice and support to Council. It is also responsible for the provision of information technology services and support and managing Council's records.

Finance

The Finance division provides financial management to the organisation, ensuring that it is fiscally responsible and meets all the statutory financial obligations required of a local government authority.

Organisation Services

The Organisation Services division provides human resources management, staff development, corporate planning and occupational health and safety services to the Council organisation.

Strategic Communications

The Strategic Communications and Stakeholder Relations Unit is responsible for managing internal and external communications for the City of Ballarat. The unit coordinates all of council's print publications, manages media relations and responses, provides community engagement advice and support, manages the City's online and social media presence and development, provides communications support to the Councillors and is responsible for City of Ballarat branding and promotion.

Note 41 Financial ratios (Performance indicators)

	2013 \$'000		2013 (%)		2012 \$'000		2012 (%)
(a) Debt servicing ratio (to identify the capacity of Council to service its outstanding debt)							
<u>Debt servicing costs</u>	579	=		=	644	=	
<u>Total revenue</u>	160,672		0.36%		150,090		0.43%

Debt servicing costs refer to the payment of interest on loan borrowings, finance lease, and bank overdraft

The ratio expresses the amount of interest paid as a percentage of Council's total revenue.

(b) Debt commitment ratio (to identify Council's debt redemption strategy)

<u>Debt servicing & redemption costs</u>	1,535	=		=	1,644	=	
<u>Rate revenue</u>	68,752		2.23%		64,498		2.55%

The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.

(c) Revenue ratio (to identify Council's dependence on rate income)

<u>Rate revenue</u>	68,752	=		=	64,498	=	
<u>Total revenue</u>	160,672		42.79%		150,090		42.97%

The level of Council's reliance on rate revenue is determined by accessing rate revenue as a proportion of the total revenue of Council.

(d) Debt exposure ratio (to identify Council's exposure to debt)

<u>Total indebtedness</u>	27,857	=		=	42,714	=	
<u>Total realisable assets</u>	164,259		16.96%		198,036		21.57%

For the purpose of the calculation of financial ratios, realisable assets are those assets which can be sold and which are not subject to any restriction on realisation or use.

Any liability represented by a restricted asset (note 30) is excluded from total indebtedness.

The following assets are excluded from total assets when calculating Council's realisable assets:

land and buildings on Crown land; restricted assets; heritage assets; total infrastructure assets; and Council's investment in associate.

Note 41 Financial ratios (Performance indicators) (continued)

This ratio enables assessment of Council's solvency and exposure to debt. Total indebtedness refers to the total liabilities of Council. Total liabilities are compared to total realisable assets which are all Council assets not subject to any restriction and are able to be realised. The ratio expresses the percentage of total liabilities for each dollar of realisable assets.

	2013		2013		2012		2012
	\$'000		(%)		\$'000		(%)
(e) Working capital ratio (to assess Council's ability to meet current commitments)							
<u>Current assets</u>	41,298				51,755		
<u>Current liabilities</u>	21,774	=	189.67%		33,613	=	153.97%

The ratio expresses the level of current assets the Council has available to meet its current liabilities.

Note 42 Capital expenditure

	2013	2012
	\$'000	\$'000
Capital expenditure areas		
Buildings	12,372	7,890
Art Works	700	424
Land	2,410	2,625
Lending Materials	294	181
Land Under Roads	843	512
Infrastructure	25,395	24,132
Plant & Equipment	4,007	3,620
Furniture & fittings	229	31
Recreation and Open Space	9,822	15,754
Total capital works	56,072	55,169
Represented by:		
Renewal of Assets	10,978	15,313
Upgrade of Assets	12,216	7,206
New Assets	32,878	32,650
Total capital works	56,072	55,169

Property, plant and equipment, infrastructure movement

The movement between the previous year and the current year in property, plant and equipment, infrastructure as shown in the Balance Sheet links to the net of the following items:

Total capital works	56,072	55,169
Asset revaluation movement	(27,062)	(122,344)
Recognition of assets	2,219	4,423
Depreciation/amortisation	(25,410)	(23,544)
Written down value of assets sold	(235)	(211)
Transfers	-	(790)
Net movement in property, plant and equipment, infrastructure	5,584	(87,297)

(a) Renewal

Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

(b) Upgrade

Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base.

(c) Expansion

Expenditure which extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group.

Certification of the Financial Report

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.



Glenn Kallio CPA
Principal Accounting Officer

Date : 11/09/2013
Ballarat

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Ballarat for the year ended 30 June 2013 and the financial position of the Council as at that date.

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

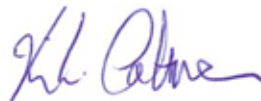
We have been authorised by the Council on 11 September 2013 to certify the financial statements in their final form.

John Burt
Councillor



Date : 11/09/2013
Ballarat

Vicki Coltman
Councillor



Date : 11/09/2013
Ballarat

Anthony Schnick
Chief Executive Officer



Date : 11/09/2013
Ballarat

Standard Income Statement

For the Year Ended 30 June 2013

	2013 Budget \$'000	2013 Actual \$'000	Variance \$'000	Variance %	Ref
Income					
Rates and charges	67,586	68,752	1,166	1.7%	
User fees, charges and fines	35,754	33,686	(2,068)	-5.8%	1
Contributions - cash	550	1,838	1,288	234.2%	
Contributions - non-monetary assets	10,300	13,522	3,222	31.3%	2
Grants - recurrent	21,617	22,736	1,119	5.2%	
Grants - non-recurrent	4,551	16,774	12,223	268.6%	3
Reimbursements	181	1,814	1,633	902.2%	4
Net gain/(loss) on disposal of assets	-	205	205	0.0%	
Interest income	1,052	1,345	293	27.9%	
Total income	141,591	160,672	19,081	13.48%	
Expenses					
Employee benefits	60,658	52,073	(8,585)	-14.2%	5
Materials and services	41,380	43,301	1,921	4.6%	
Bad and doubtful debts	287	655	368	128.2%	
Depreciation and amortisation	29,698	25,526	(4,172)	-14.0%	
Finance costs	682	579	(103)	-15.1%	
Other expenses	5,063	5,947	884	17.5%	
Total expenses	137,768	128,081	(9,687)	-7.03%	
Profit/(loss)	3,823	32,591	28,768	752.50%	
Other comprehensive income					
Net asset revaluation increment	-	(27,019)	(27,019)	0.0%	6
Comprehensive result	3,823	5,572	1,749	46%	

Standard Balance Sheet

For the year ended 30 June 2013

	2013 Budget \$'000	2013 Actual \$'000	Variance \$'000	Variance %	Ref
Assets					
Current assets					
Cash and cash equivalents	16,987	29,748	12,761	75.1%	7
Trade and other receivables	9,596	9,012	(584)	-6.1%	
Inventories	-	339	339	0.0%	
Assets held for sale	-	-	-	0.0%	
Other assets	1,370	2,199	829	60.5%	
Total current assets	27,953	41,298	13,345	47.7%	
Non-current assets					
Trade and other receivables	54	246	192	355.6%	
Property, infrastructure, plant and equipment	1,514,038	1,379,653	(134,385)	-8.9%	8
Investment property	1,955	7,729	5,774	295.3%	9
Total non-current assets	1,516,047	1,387,628	(128,419)	-8.5%	
Total assets	1,544,000	1,428,926	(115,074)	-7.5%	
Liabilities					
Current liabilities					
Trade and other payables	4,559	6,130	1,571	34.5%	
Trust funds and deposits	2,169	2,357	188	8.7%	
Provisions	8,875	10,121	1,246	14.0%	
Interest-bearing loans and borrowings	2,370	3,166	796	33.6%	
Total current liabilities	17,973	21,774	3,801	21.1%	
Non-current liabilities					
Provisions	2,269	2,878	609	26.8%	
Interest-bearing loans and borrowings	6,821	6,072	(749)	-11.0%	
Total non-current liabilities	9,090	8,950	(140)	-1.5%	
Total liabilities	27,063	30,724	3,661	13.5%	
Net Assets	1,516,937	1,398,202	(118,735)	-7.8%	
Equity					
Accumulated surplus	1,012,402	786,307	(226,095)	-22.3%	
Reserves	504,535	611,895	107,360	21.3%	
Total Equity	1,516,937	1,398,202	(118,735)	-7.8%	

Standard Cash Flow Statement

For the year ended 30 June 2013

	Budget Inflows/ (Outflows) 2013 \$'000	Actual Inflows/ (Outflows) 2013 \$'000	Variance \$'000	Variance %	Ref
Cash flows from operating activities					
Rates	66,910	67,949	1,039	1.6%	
Statutory fees and fines	35,629	34,570	(1,059)	-3.0%	
Grants (inclusive of GST)	26,168	41,208	15,040	57.5%	3
Reimbursements (inclusive of GST)	181	1,995	1,814	1002.2%	4
Interest	1,052	1,345	293	27.9%	
Other receipts (inclusive of GST)	675	2,021	1,346	199.4%	
Net GST refund/payment	-	4,171	4,171	0.0%	
Payments to suppliers (inclusive of GST)	(40,009)	(49,919)	(9,910)	24.8%	10
Payments to employees (including redundancies)	(62,029)	(61,374)	655	-1.1%	
Other payments	(5,350)	(6,542)	(1,192)	22.3%	
Net cash provided by (used in) operating activities	23,227	35,424	12,197	52.5%	
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(28,796)	(48,743)	(19,947)	69.3%	11
Proceeds from sale of property, infrastructure, plant and equipment	857	484	(373)	-43.5%	
Loans and advances to community organisations	-	(192)	(192)	0.0%	
Repayment of loans and advances from community organisations	-	23	23	0.0%	
Net cash provided by (used in) investing activities	(27,939)	(48,428)	(20,489)	73.3%	
Cash flows from financing activities					
Finance costs	(682)	(579)	103	-15.1%	
Proceeds from interest bearing loans and borrowings	2,048	2,379	331	16.2%	
Repayment of interest bearing loans and borrowings	(3,048)	(3,334)	(286)	9.4%	
Net cash provided by (used in) financing activities	(1,682)	(1,534)	148	-8.8%	
Net increase (decrease) in cash and cash equivalents	(6,394)	(14,538)	(8,144)	127.4%	
Cash and cash equivalents at the beginning of the financial year	23,381	44,286	20,905	89.4%	
Cash and cash equivalents at the end of the financial year	16,987	29,748	12,761	75.1%	

Standard Statement of Capital Works

For the year ended 30 June 2013

	Budget 2013 \$'000	Actual 2013 \$'000	Variance \$'000	Variance %	Ref
Capital expenditure					
Capital expenditure areas					
Buildings	2,400	12,372	9,972	415.5%	
Art Works	-	700	700	0.0%	
Infrastructure	31,125	28,648	(2,477)	-8.0%	
Plant and equipment	3,994	4,530	536	13.4%	
Recreation and Open Space	1,577	9,822	8,245	522.8%	
Total capital works	39,096	56,072	16,976	43.4%	12

Represented by:

Renewal of Assets	14,612	10,978	(3,634)	-24.9%
Upgrade of Assets	11,876	12,216	340	2.9%
New Assets	12,608	32,878	20,270	160.8%

Total capital works	39,096	56,072	16,976	43.4%
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Property, plant and equipment, infrastructure movement

The movement between the previous year and the current year in property, plant and equipment, infrastructure as shown in the Balance Sheet links to the net of the following items:

Total capital works	39,096	56,072	16,976	43.4%
Asset revaluation movement	-	(27,019)	(27,019)	0.0%
Depreciation/amortisation	(29,698)	(25,526)	4,172	-14.0%
Written down value of assets sold	-	(235)	(235)	0.0%

Net movement in property, plant and equipment, infrastructure	9,398	3,292	(6,106)	-65.0%
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Notes to the Standard Statements

1. Basis of preparation of Standard Statements

Council is required to prepare and include audited Standard Statements within its Annual Report. Four Statements are required - Standard Income Statement, Standard Balance Sheet, Standard Cash Flow Statement, and a Standard Capital Works Statement, together with explanatory notes.

These statements and supporting notes form a special purposes financial report prepared to meet the requirements of the Local Government Act 1989 and Local Government (Finance and reporting) Regulations 2004.

The Standard Statements have been prepared on accounting bases consistent with those used for General Purpose Financial Statements and the Budget. The result reported in these statements are consistent with those reported in the General Purpose Financial Statements.

The Standard Statements are not a substitute for the General Purpose Financial Statements. They have not been prepared in accordance with all Australian Accounting Standards or other authoritative pronouncements.

The Standard Statements compare Council's financial plan, expressed through its budget, with actual performance. The Local Government Act 1989 requires explanation of any material variances.

The budget figures included in the Statements are those adopted by Council on 25 July 2012. The budget was based on assumptions that were relevant at the time of adoption of the budget. The City set guidelines and parameters for revenue and expense targets in this budget in order to meet its business plan and financial performance targets for both the short and long term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

Detailed information on the actual financial results are contained in the General Purposes Financial Statements. The detailed can be obtained by contacting Council. The Standard Statements must be read with reference to these documents.

Commentary on the Notes to the Standard Statements

Standard Income Statement

The Standard Income Statement shows a net surplus from operations of \$32.591 million for the year ended 30th June 2013 . Factors that have had a significant effect on the actual results when compared to the adopted budget are:

1. - Council resolved in September 2012 to approve carryovers totalling \$16.404 million.. These carryovers relate to government grants that were received in 2011/12 financial year and to those works that were not finished as at 30 June 2012, however required funding in 2012/13 to complete those projects.
2. - Council had received \$8.158 million in the 2011/12 year that related to the delivery of services during the 2012/13 financial year.
3. - Council had a number of projects that were not completed as at 30 June 2012, therefore funds totalling \$8.246 million were required to be carried forward to the 2012/13 financial year in order to fund the completion of those projects.

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

(1) user fees, charges and fines

User charges were significantly reduced during the financial year due to works being carried out at the Council's landfill. The effect of these works resulted in the landfill being closed for a large part of the financial year with all residential and commercial rubbish having to be delivered to other landfills. This resulted in a loss of income for the period the landfill was closed.

(2) Contributions - non-monetary assets

Non-monetary contributions are made up of 2 components:

- | | |
|---------------------------------------|----------------|
| 1. Art Gallery donations of paintings | \$0.7 million |
| 2. Subdivision contributions | \$12.8 million |

Art Gallery donations were not budgeted as it is difficult to ascertain in advance the donations that maybe made. In relation to subdivisional assets, this increase in assets reflects the general growth of the municipality.

(3) Grants - Non-recurrent

During the financial year the City of Ballarat received a number of capital grants in addition to those grants that had been budgeted for. These grants were for both additional works carried out during 2012/13 and for works that will be carried out in subsequent financial years. The major additional grants were:

1. Aerodrome Infrastructure Master Plan	\$0.5 million
2. Ballarat Soccer Stage 1 Development	\$2.0 million
3. Ballarat North Sports Precinct	\$0.5 million
4. Regional Growth Fund	\$1.9 million
5. Ballarat West Employment Zone	\$0.3 million

(4) Reimbursements

Council receives funds on behalf of other organisations to complete works for those organisations. The level of activity is difficult to ascertain during the budgeting phase, as a result a nominal amount is put in the budget.

In comparison to the level of income received by the organisation this item is considered immaterial in value.

(5) Employee Costs

The significant reduction in employee costs is attributable to the accounting treatment of the defined benefits superannuation liability. At the time of formulating the 2012/14 budget Council had budgeted to pay the \$9.7 million call of funds, thus increasing the employee costs for the year. In completing the 2011/12 financial accounts the call of funds was taken up as a liability.

The net result of this is that during 2012/13 the call of funds was paid out of current liabilities instead of employee costs which is where the budget was. The net effect on the overall operations was nil.

(6) Net Asset Revaluation Increment

The revaluation of assets was not budgeted for during the 2012/13 year.

Standard Balance Sheet

(7) Cash Assets

The cash position of Council has been affected by the following factors:

1. Cash balance at the start of the financial year was significantly higher than budgeted.
2. Council had received half of the 2013/14 grants commission allocation in the 2012/13 financial year.
3. Council has received a number of capital grants that were not budgeted for. (refer note 4.)

(8) Property, Infrastructure, Plant and Equipment

The variation is attributable to the opening balance for this class of assets. Whilst the budget was set at \$1,514 million the actual opening balance was \$1,374 million, thus creating an artificial variance.

(9) Investment Property

As per note 8 the opening balance that was budgeted for was lower than expected. The actual opening balance was \$7.8 million thus the variation is overstated.

Standard Cash Flow Statement

(10) Payments to Suppliers

The variation to the budget is attributable to the inclusion of GST, which was not included in the budgeted figure, and the movement in sundry creditors for the period.

(11) Payments for Property, Infrastructure, Plant and Equipment

Due to the additional grants received during the 2012/13 financial year for capital projects resulting in increased expenditure for the year.

Standard Statement of Capital Works

(12) Capital Works

The capital works program recorded an significantly increase in expenditure compared to budget due to the following:

1. - Council approved carryovers in September 2012 for the completion of works that had not been finalised in the 2011/12.
2. - Council had received additional grant income for the completion of additional capital projects. (refer note 4 and 11)

Certification of the Standard 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.



Glenn Kallio CPA
Principal Accounting Officer

Date : 11/09/2013
Ballarat

In our opinion the accompanying standard statements present fairly the financial transactions of the City of Ballarat for the year ended 30 June 2013 and the financial position of the Council as at that date.

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

We have been authorised by the Council on 11 September 2013 to certify the standard statements in their final form.

John Burt
Councillor



Date : 11/09/2013
Ballarat

Vicki Coltman
Councillor



Date : 11/09/2013
Ballarat

Anthony Schnick
Chief Executive Officer



Date : 11/09/2013
Ballarat

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 2013 of the City of Ballarat which comprises comprehensive income, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report have been audited.

The accompanying standard statements for the year ended 30 June 2013 of the Council which comprises standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of the 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, 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 to the statements and the requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, 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. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about 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.

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.

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.

Opinion

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of the City of Ballarat as at 30 June 2013 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- (b) 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 the requirements of the *Local Government Act 1989*.

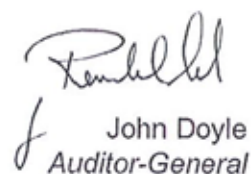
Basis of Accounting for Standard Statements

Without modifying my opinion, I draw attention to Note 1 to the standard statements, which describes the basis of accounting. The standard statements are prepared to meet the requirements of the *Local Government Act 1989*. As a result, the standard statements may not be suitable for another purpose.

Matters Relating to the Electronic Publication of the Audited Financial Report and Standard Statements

This auditor's report relates to the financial report and standard statements of the City of Ballarat for the year ended 30 June 2013 included both in the City of Ballarat's annual report and on the website. The Councillors of the City of Ballarat are responsible for the integrity of the City of Ballarat's website. I have not been engaged to report on the integrity of the City of Ballarat's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report and standard statements to confirm the information contained in the website version of the financial report and standard statements.

MELBOURNE
17 September 2013


John Doyle
Auditor-General

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