

# CITY OF BALLARAT



Sustaining growth. Strengthening communities.

Aerial photo of Lake Wendouree courtesy of The Courier

## 2009-2010 Annual Report

Delivering a greater Ballarat







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# ABOUT US

## This Annual Report

### Delivering a greater Ballarat

Welcome to the City of Ballarat's Annual Report for 2009-2010. This report outlines the City of Ballarat's performance, achievements and financial situation for the financial year 1 July 2009 to 30 June 2010.

### Reporting requirements

The Annual Report 2009-2010 has been developed according to the requirements and guidelines of the Local Government Act 1989.

It documents the City of Ballarat's financial and operational performance against the Council Plan 2009-2013. The Council Plan 2009-2013 outlines the organisation's objectives over a four-year period and clearly states how these outcomes will be achieved. The Council Plan was the first major task of the new Council elected in November 2008, and the development of it involved significant community consultation, including a Community Summit, a series of community conversation sessions, one-on-one consultation and significant community and stakeholder surveys. The Council Plan provides a clear direction for the community's aims of growth and prosperity and drives all of Council's major projects and service initiatives.

### Council Plan and Annual Report structure

The Council Plan 2009-2013 is structured differently from previous council plans, and reflects the direction of the organisation.

The Council Plan 2009-2013 is the new strategic planning framework for, and an expression of, the City of Ballarat's management of Ballarat's growth and governance. It is drawn from a comprehensive community engagement program and it guides the planning and execution of Council policies and services through dedicated portfolio teams. It also underpins Council's new strategic planning framework, *Ballarat: Today, Tomorrow, Together*, which is a blueprint for how Council will respond to and ensure the growth of the city is appropriate and sustainable.

The Council Plan aligns all Council services, strategies and planning processes within the themes of **Growth and Development, People and Communities, and Destination and Connections**. In doing so it establishes a direct connection between Council's actions and the objectives established. It guides all major Council led and Council funded projects that significantly contribute to managing and/or providing for the responsible growth of Ballarat.

Ballarat's well-planned future is taking shape. Council's ongoing efforts, coupled with strong government, business and community partnerships, will deliver sustained growth and stronger communities for all of Ballarat.

The Annual Report 2009-2010 structure reflects that of the Council Plan 2009-2013, provides comprehensive corporate governance information, as well as detailed audited financial statements.

### Meeting readership needs

While this report has been developed according to Local Government requirements and guidelines, it is recognised that it may be read by members of the community, potential new residents, Council staff, community groups, local businesses, investors and state and national government bodies.

This report therefore aims to give all readers an overview of achievements and challenges over the financial year, as well as general information about Ballarat and the community, how the City of Ballarat as an organisation is structured, and an understanding of Council objectives during the 2009-2010 financial year.

### Feedback

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

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

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





# About Ballarat

Ballarat is one of Australia's fastest growing regional cities. Offering a proud history, this progressive community has ambitious plans for the future, plans that are fast becoming reality.

The Ballarat community understands it is in a unique position, enjoying the educational, health, employment and lifestyle options that come with a capital city, but with the environment and lower cost base of a regional centre. Ballarat offers a sustainable future, an affordable and enjoyable lifestyle, a robust economy, a distinctive climate and a rich and proud history.

Located an hour's drive west from outer Melbourne and the international airport at Tullamarine, Ballarat is also close to the ports of Melbourne and Geelong, strategically placed along four major highways and rail corridors and is the central hub of one of Victoria's growth zones, the Central Highlands Region.

This combination of lifestyle and location means Ballarat's population is expected to grow at a rate well above the state average, from around 90,000 to over 130,000 by 2025.

Residents enjoy a variety of lifestyle options, living in small villages, country towns and in central Ballarat. They benefit from a well connected accessible community, top quality sport and recreational facilities, a thriving arts and cultural community and diverse and world class education and health facilities.

Home ownership is more affordable in Ballarat. Based on average house prices it costs nearly \$200,000 less to buy a house in Ballarat compared to Melbourne. Ballarat families have access to two major hospitals, a day procedure complex, more than 100 general medical practitioners and more than 1,000 public and private hospital, nursing and hostel beds cater for the health needs of the community.

Ballarat is well serviced for childcare with the industry offering a diverse range of options to suit every family's needs, while parents can choose from well recognised and resourced public and private primary and secondary schools across the region. Ballarat also boasts two universities, an expanding TAFE and numerous adult education facilities.

Ballarat is a major international and domestic tourist destination, attracting nearly two million visitors each year worth over \$330 million per annum to the region's economy. It is one of regional Victoria's most diverse tourism destinations where the beauty of the central highlands, the rich goldfields heritage, vibrant community events and the unique food, wine and leisure activities offer something for everyone.

Arts, culture and history continue to be important to the community of Ballarat, which has a rich heritage with deep roots and connections across Australian society. Ballarat is home to the spirit of Eureka and the birthplace of Australian democracy. This legacy of an independent spirit remains strong. The gold rush transformed Ballarat and today that heritage is still evident in the striking streetscapes that are the envy of the rest of the country. A typical example is Her Majesty's Theatre – one of the country's best preserved theatres – which showcases every kind of amateur and professional on-stage performance imaginable. The Art Gallery of Ballarat is the nation's first and largest regional art gallery. It has an enviable permanent collection and regularly welcomes exhibitions from around the world.

The beautiful countryside, of gently undulating midland plains and rich agriculture is home to a growing community of food and wine enthusiasts as well as lovers of the great outdoors. With 35km of walking trails, cycling and mountain bike paths, as well as the Australian Open Road Cycling Championship circuit – an internationally renowned route around Mt Buninyong – the municipality is well serviced for those who like to enjoy the country air. The municipality also offers 147 neighbourhood parks, 45 sporting grounds, indoor and outdoor swimming pools, nine golf courses and the Lake Wendouree rowing course is currently undergoing works that will raise it to national event standard.

Ballarat's manufacturing sector is a key driver of growth in our economy. The sector contributes 38% of our annual Gross Domestic Product, but consists of only 14.8% of our workforce. Manufacturing continues to be a key focus of Council, and will provide strong economic opportunities moving forward.

Ballarat is a vibrant regional economic centre offering a variety of career and employment opportunities, from advanced manufacturing to servicing the health needs of the region. The tourism and hospitality, construction, education, government administration and information technology services sectors are all enjoying steady growth.

The agricultural sector, while small in employment numbers, is an extremely important sector given the fertile land and natural attributes of the region. The City of Ballarat itself had a total agricultural output in the order of





\$53.6 million in 2006, according to data from the Australian Bureau of Statistics, with the main commodities being potatoes, milk, wool, pastures and cereals.

The University of Ballarat Technology Park hosts local start-up enterprises as well as international corporations. Ballarat is also home to businesses in the automotive components sector, industrial machinery specialists, food processing operations, a growing number of niche manufacturers and global companies. More than 30 per cent of Ballarat industry and businesses are involved in export. Ballarat exports more than \$3.6 billion in local goods and services and generates more than \$9.5 billion in gross output every year.

With a population of more than 90,000 people, Ballarat has a labour workforce of close to 45,000. The region hosts more than 8,000 registered businesses that service the domestic and export markets. New investment is actively encouraged. Ballarat has high workforce retention rates, even in sectors with traditionally high staff turnover. The city's major industry sector employers include retail trade (18%); manufacturing (14.9%); health and community services (15.4%); education (9.8%) and property and business services (10%). Ballarat is increasingly being recognised for its competitive advantage in information and communications technology and has one of the most comprehensive and competitive telecommunications systems in regional Australia.

All in all Ballarat has the unique combination of people, skills, location, infrastructure, natural beauty and pioneering spirit to realise its potential as one of Australia's leading regional centres. It is Council's commitment and focus to help the community achieve it.

### Snapshot: Ballarat

<b>Population:</b>	96,000
<b>Population growth target (by 2030):</b>	130,000
<b>Population born in Australia:</b>	86.4%
<b>Land area:</b>	740 sq km
<b>Average house price:</b>	\$257,500 (REIV 1Q10)
<b>Primary schools:</b>	37
<b>Secondary schools:</b>	10
<b>Universities:</b>	2

### The Wathaurung

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

It is generally accepted that the name Ballarat came from two aboriginal words signifying a camping or resting place – 'balla' meaning 'elbow' or 'reclining on the elbow' and 'arat' meaning 'place'.

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





## Mayor's Message

The past year has been one of huge achievement and hard work for this Council.

Councillors have worked closely with officers, governments, the community and the private sector to deliver major projects and to provide essential services for the people of Ballarat.

We have worked hard to ensure that the fundamentals of good governance are in place: strong, sound financial management; long term and innovative strategic planning; effective lobbying and advocacy; and most significantly, putting in place the framework to ensure robust community consultation.

Crucially, we have continued to deliver on the promises we so clearly articulated in the early days of this Council's term.

Council took time to consult with the community, to develop a shared vision for Ballarat and surrounds. This consultation program involved surveys, one on one discussion, a community-wide summit and a regular program of community barbecues where Councillors met with people in their own neighbourhoods to discuss local issues.

From this program of consultation Council was able to formulate a clear direction and vision for Ballarat, one that it continues to deliver on.

The consultation program also provided an opportunity for Council to define itself and its term in office by recognising and respecting the diverse range of views in the community. Council has been able to listen and consider all views, without shying away from the responsibility of good leadership. Hard decisions have been taken when necessary.

Council's commitment to strong leadership was evident in its determination to set in place a responsible, disciplined financial model. By developing and adopting a long term rating strategy and capital works program Council has provided surety to the community, local businesses and the organisation. Today, service delivery is stable and secure, investment is high and sustainable, and residents have faith in the future of their city.

Council has adhered rigorously to the financial strategy, prompting the Victorian Auditor General to note during his audit of the financial result for the 2009-2010 year "that the organisation inherent to a disciplined approach has resulted in a strong financial result for the year and that management are to be congratulated."



This strong financial position enabled Council to deliver one of the most ambitious capital works programs seen in the local government sector for many years - and the most ambitious for Ballarat in more than a decade. This capital works program proved to be a mini-stimulus package in its own right. Council's commitment to investing in the local economy saw local and regional businesses win \$21 million of the \$23 million Council-awarded contracts. We are successfully positioning Ballarat as a thriving, infrastructure-rich regional city with a robust economy.

This is critical if we are to successfully meet the challenges and seize the opportunities provided by regional population growth.

The capital works program contained aspirational projects aimed at positioning Ballarat as the regional hub of western Victoria as well as money for responsible maintenance of existing infrastructure.

Ballarat is experiencing extraordinary, above-average growth which is expected to continue for the next 15-20 years. The city's unique mix of lifestyle and infrastructure offerings are responsible for this growth: Ballarat offers education and health facilities to rival a capital city; a diverse and growing economy; affordable and varied housing options; a close knit community and a thriving arts and cultural sector.

Projects such as the Ballarat West Growth Zone, which includes the Ballarat West Employment Zone, Ballarat Airport redevelopment and the Western Link Road, will ensure that the 45,000 new residents expected in Ballarat between now and 2025 will have well-established and well-planned communities to live in.

Job creation must run in tangent with population growth and as a Council we are committed to supporting the ongoing delivery of programs which will help our local workforce upgrade its skills.

In a Victorian first, Council's innovative stormwater harvesting projects have helped secure long term, environmentally sound water supplies for this city well into the future. We have made major investments in the city's key sports and entertainment precincts. Once completed they will offer recreational opportunities across a range of sporting disciplines which will be enjoyed by people of all ages and skill levels. The recently launched CBD and Economic strategies will ensure that the prosperity and opportunities Ballarat has always enjoyed will continue.

Council has also invested heavily in restoring many of Ballarat's icons. Securing a sustainable water supply for Lake Wendouree and the Ballarat Botanical Gardens has been a priority, and years in the planning. We are now enjoying spectacular results. The level of the Lake has risen, birdlife has returned and the full range of water-based recreational activities will resume in spring/summer 2010-2011. Ballarat's famous gardens are once again offering stunning floral displays. Two of the city's most prized heritage buildings, the Town Hall and the Art Gallery have benefitted from extensive restoration works, while the adoption of the CBD Strategy will see further investment in the heart of the city.

This investment in long term strategic planning means Ballarat is well positioned to take advantage of the current political focus on regional Australia. Significant work has gone into Council's lobbying program to ensure that Ballarat is well-placed to take advantage of state and federal governments' desires to direct resources and investment into regional Australia.

This lobbying work has not been undertaken in isolation. Council has worked closely with its eight neighbouring municipalities to develop a Strategic Plan for the region which clearly outlines the unique strengths of each municipality and how, through mutual respect and cooperation, the municipalities can work together to achieve significant outcomes for the broader region.

In my capacity as Mayor of Ballarat I was elected Chair of Regional Cities Victoria, an organisation which advocates at state and federal levels for regional and rural populations. Regional Cities Victoria includes the ten largest municipalities in provincial Victoria and provides member councils with a voice to articulate the needs and aspirations of regional Victoria. This has ensured that Ballarat is at the forefront of creating policy and influencing decisions which will affect economic, social and environmental sustainability in regional Victoria.

When my term as Mayor concludes in December I will leave the position confident that I have led a team of Councillors who share a strong, clear vision for Ballarat, and secure in the knowledge that we have put in place the systems, structures and strategies which will allow this municipality to look to the future with optimism and assurance.

On behalf of my Councillor colleagues I would like to congratulate and thank the dedicated staff of the City of Ballarat whose commitment and professionalism is unwavering.

**Judy Verlin**  
Mayor





## CEO's Message

I am pleased to report that for the City of Ballarat, the 2009-2010 financial year was one of great productivity and planning, good governance and strong financial performance.

One of the first actions of the newly elected Council was to determine a new Council Plan. This Council Plan provided a framework for the organisation to then formulate a responsive budget, a budget that delivered a stronger, more stable and secure Ballarat, through increased infrastructure spending, capped rate rises, ongoing surpluses and reduced debt.

The 2009-2010 Budget delivered a platform from which the city could grow and prosper over the coming years. It increased infrastructure spending by five per cent, which would continue for the life of the Council term (four years) delivering a significant \$102 million investment over the four year period 2009-2013. The budget also took a long term approach to rates, capping rates at four per cent, with rates dropping to three and a half per cent in years three and four of the strategy and reducing debt by \$1 million each year to ensure that by the end of 2013-2014 the total level of debt for Council will be at a historic low.

The end of year financial results and audited statements show that the promises of the 2009-2010 Budget were met and surpassed. The responsible, strong financial management practices of the organisation ensured a strong end of year position, with the Victorian Auditor General congratulating the organisation on its performance. This strong position was achieved without compromising service levels or project delivery. During the 2009-2010 financial year the organisation commenced 95 per cent of its budgeted capital works program and completed 91 per cent. Additional funding through grants and special projects resulted in an additional large unbudgeted capital works program, of which 86 per cent was started and 69 per cent completed.

While all of this was happening, Council continued to deliver over 100 services to its community and plan for the largest future capital works program in its history, including an ambitious major projects program, all designed to position Ballarat as the regional hub of western Victoria.

To ensure the successful delivery of this significant program of works and infrastructure, the organisation was restructured and a number of processes and systems put in place. Resourcing the new Growth and Economy division was completed and work commenced on developing the CBD and Economic Strategies and undertaking the Civic Hall, Eureka Centre and Aquatic Centre redevelopments.

Significant progress was made on a number of major long term projects such as the Ballarat West Growth Zone. A successful bid for Federal Government funding will allow for additional resources to fast track the planning for this major new development for Ballarat. Expected to eventually house around 45,000 new residents, the Growth Zone includes an employment zone, a redevelopment of the Ballarat Airport, allocation and rezoning of industrial land, retail, recreation and social spaces, and a major road link into Ballarat's highway network. The federal funding will mean the planning will take around two years, rather than the expected five.

During 2009-2010 planning commenced on a number of sport and event precincts, with a number of draft masterplans completed, stakeholder engagement commenced and discussions started with State and Federal governments regarding grants and funding. The implementation of the Arts and Cultural framework continued, with the restructuring of the Art Gallery Board to operate as a non-profit, skills-based board. This arrangement provides the board with more autonomy and allows it to seek funding as a philanthropic organisation.

The city's future water resources were further secured through the development of the Stormwater Harvesting program, which will provide water for use on public gardens and sporting facilities even during periods of drought. This coincided with the long awaited return of water to Lake Wendouree and the re-establishment of many of the garden beds at the Ballarat Botanical Gardens. The various water restoration projects will result in water activities returning to Lake Wendouree during the 2010-2011 summer period.

All of these projects, plus the annual infrastructure renewal and maintenance program and overall service delivery of Council were overlaid with a robust governance framework that ensured open and transparent operations of Council.

The Governance unit of Council had been restructured the year prior and much of 2009-2010 was spent refining practices and processes to ensure that all of Council's obligations under the Local Government Act were met. I am personally committed to best practice standards of public administration and I will continue to ensure that all of the organisation's practices and procedures fully comply with – if not exceed – the provisions of the Local Government Act and meet the standard our community expects.

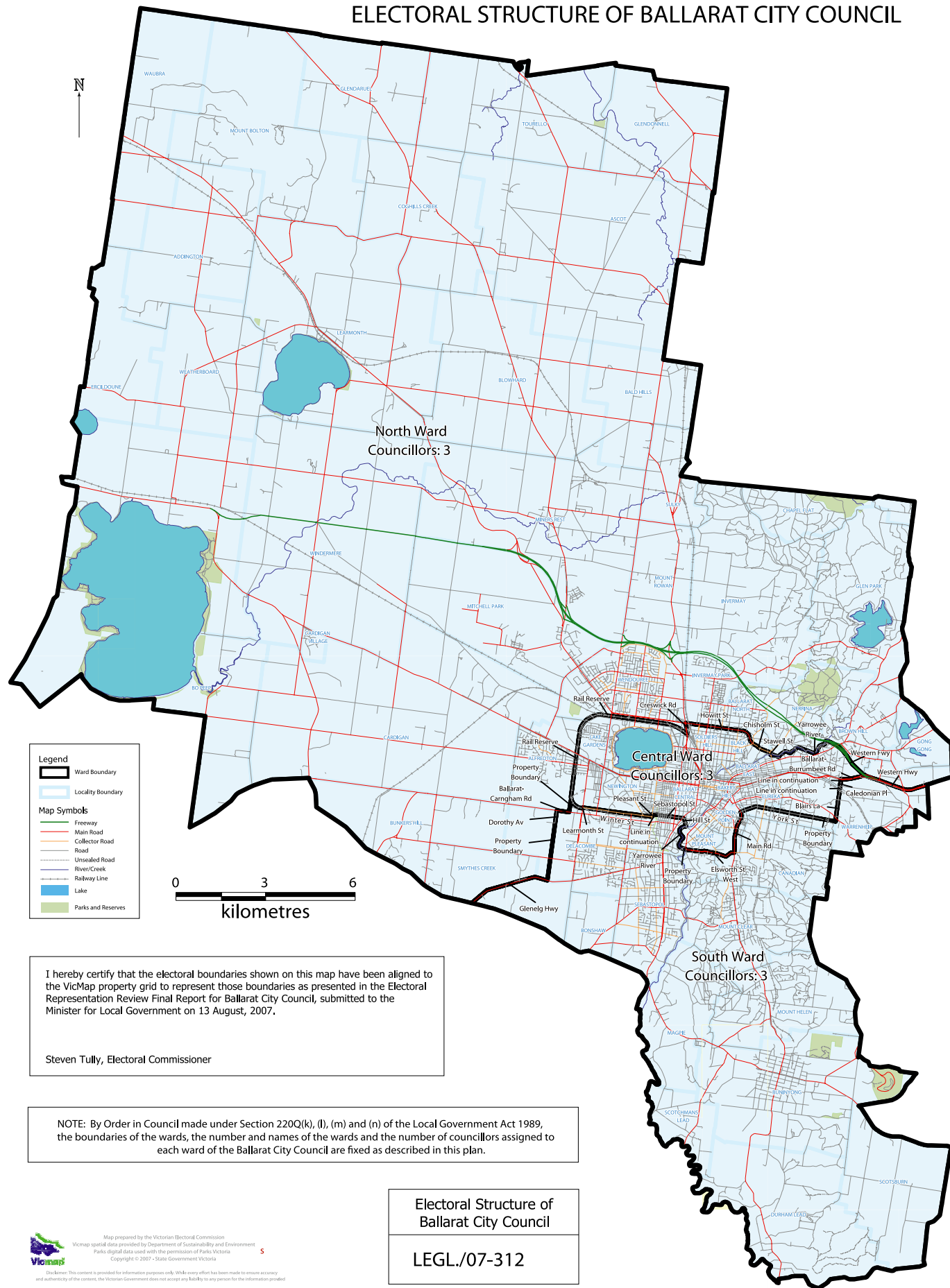
While I am extremely proud of and very pleased with the volume of work undertaken in 2009-2010, every year holds its own challenges. The sheer volume of projects currently underway required a new level of project management rigour across the organisation and I am pleased to say that the organisation as a whole rose to this challenge. Nevertheless, the challenge of filling some key roles across the organisation did put short term strains on resources and staff. Similarly, the extent of work also put a strain on some internal administrative systems such as procurement, occupational health and safety and contract management. I am pleased to report that the organisation responded to these problems quickly and promptly, with new systems developed and put in place where required, additional staff training provided and practices changed where appropriate. I would like to take this opportunity to congratulate staff on a successful year and to thank the Councillors for their leadership and commitment.

**Anthony Schinck**  
Chief Executive Officer





Local Government Act 1989  
ELECTORAL STRUCTURE OF BALLARAT CITY COUNCIL



# Our Municipality

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

## History

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

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

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

In 2006 the Victorian Electoral Commission (VEC) conducted a review of the electoral structure of the City of Ballarat and consequently restructured the municipality from nine electoral wards (with single representation in each ward) to three wards (North, South and Central), each to be represented by three councillors elected using the proportional representation voting system. Elected in November 2008, the current Council is the first to be elected under this new structure.

The VEC will conduct another representation review of the Ballarat municipality between November 2014 and May 2016 to determine whether the current structure still provides fair and equitable representation.





# Our Council

Ballarat City Council is a public statutory body constituted under the Local Government Act 1989. The Act determines the purposes and objectives of Council and defines a number of functions and powers that Council is required to undertake in order to provide leadership and good governance for the municipal district and the local community. It is also responsible for determining the organisation's direction and overseeing its performance on behalf of the Ballarat community.

The current Council was elected on 29 November 2008 for four years under a new three ward electoral structure with each ward represented by three councillors. At this election the following councillors were elected:

## Central Ward



**Cr Judy Verlin**  
(Mayor, Dec 09 - Nov 10)  
Elected: 29 November 2008  
Phone: 0407 431 652  
Email: judyverlin@ballarat.vic.gov.au  
Portfolio: Destination and Connections



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



**Cr Mark Harris**  
Elected: 29 November 2008  
Phone: 0458 004 844  
Email: markharris@ballarat.vic.gov.au  
Portfolio: People and Communities

## North Ward



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



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



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

## South Ward



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



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



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

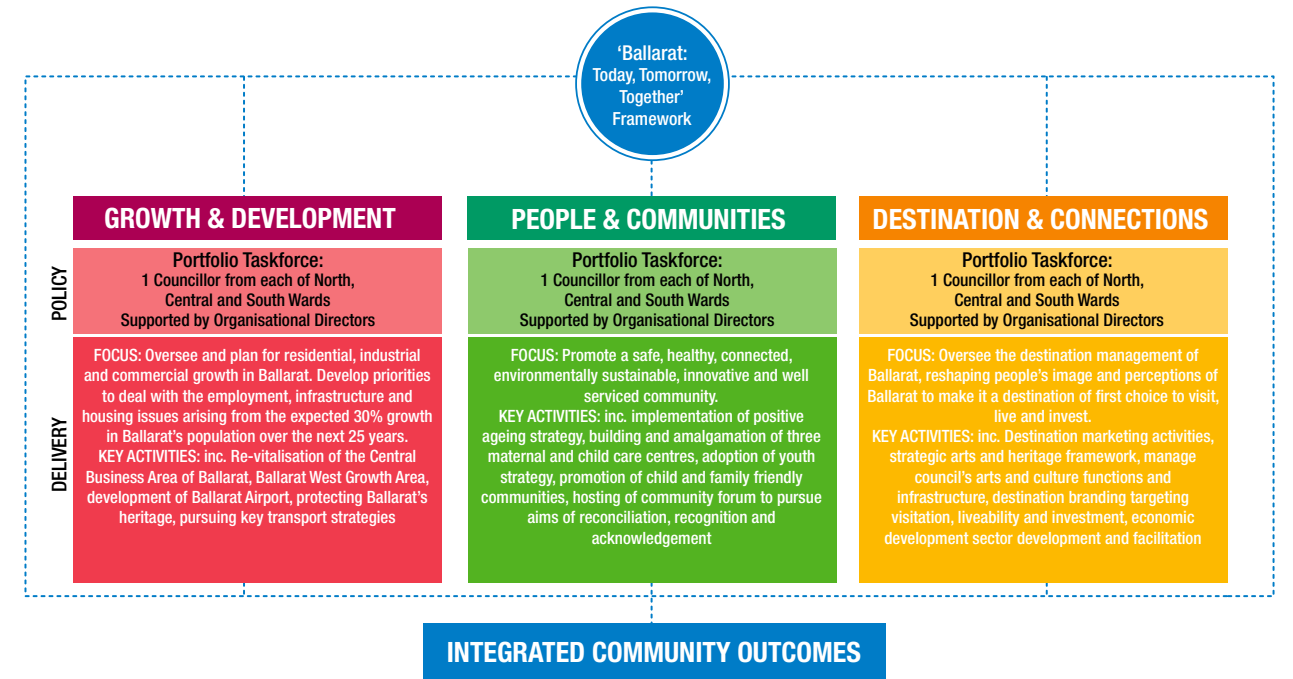
## Councillor portfolio structure

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 Council Plan 2009-2013, namely:

- Growth and Development;
- People and Communities; and
- Destination and Connections.

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; and
- promotes recognition that the whole purpose of sustainable growth is to deliver benefits for the whole community.



The Councillors in each portfolio work with the appropriate directors from the organisation to deliver better integrated outcomes for the benefit of the community. They also represent Council on a number of relevant committees, boards and external bodies and ensure that these groups work in the best interests of the community.

## Council business

The Mayor is elected by the councillors for a 12 month term and in November 2009 Cr Judy Verlin was elected as Mayor for the second consecutive time.

In 2009-2010 there were 22 ordinary Council meetings held on the second and fourth Wednesdays of the month with the exception of December 2009 and January 2010. There were also two special Council meetings held on 30 November 2009 and 16 June 2010 to elect the Mayor for the next 12 months and to hear submissions on the proposed 2010-2011 Budget respectively.

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

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

## Council's commitment

Upon election in November 2008, Ballarat City Council developed a number of statements that outlined its commitment to the community, to ensure all understood the objectives that the Council would be measured against and by which its performance would be judged.



## Statement of intent

- Council understands it has been elected by ratepayers to achieve the following outcomes over the four year term until November 2012:
- Council will implement best practice procedures for its governance and community engagement processes that provide confidence to ratepayers in its processes of decision making and participation.
- Council will develop safe, connected, resilient communities and value the important role of sustainable townships and rural communities.
- Council will provide regional leadership and representation to state and federal governments.
- Council will preserve and promote the municipality's diversity of lifestyles, landscapes and communities to build a strong sense of community pride.
- Council will respect and promote Ballarat's cultural, built and natural heritage and embrace these values in planning for our future.
- Council will ensure Ballarat's growth and development is managed to create progressive economic, social and environmental outcomes.
- Council will work with communities to plan for continued climate change and lead the community in reducing carbon emissions.
- Council will establish a clear framework that revitalises Ballarat's Central Business District and Lake Wendouree precinct.

## Principles of practice

Council has established the following value-based principles of how it will act on behalf of the community, how it will represent the community and undertake the governance of the City. These principles outline how Council will achieve its Statement of Intent.

- Council will act in the interests of ratepayers and residents, while balancing the needs of specific interests in our community.
- In demonstrating collective leadership, Council will maintain robust and transparent debate that is respectful of all views and opinions.
- Council will think and act strategically, whilst being receptive to new ideas and opportunities.
- Council will maintain an "open for business" attitude to serving the community.
- Council's key decisions will be based on engaging with communities and stakeholders, and clearly communicating the rationale for those decisions.
- Council is committed to delivering excellence in customer services that focus on delivering positive and timely outcomes.
- Council will always endeavour to choose local solutions for local outcomes.
- The City of Ballarat will be a proud, progressive, pioneering organisation where Councillors and staff can make a difference.

## Councillor attendance

From a total of: • 22 Ordinary Council Meetings • Two Special Council Meetings

	Ordinary Meetings of Council	Special Council Meetings	Apology/Leave of Absence	Total Meetings attended
Cr Bromfield	22	1	1	23
Cr Fletcher	21	2	1	23
Cr Harris	22	2	0	24
Cr Hudson	20	2	2	22
Cr McIntosh	21	2	1	23
Cr Perry	22	2	0	24
Cr Phillips	21	2	1	23
Cr Taylor	22	2	0	24
Cr Verlin	21	2	1	23





# Our Year in Review

## Growth and Development

In 2009-2010, Council's Growth and Development division focused on ensuring a sustainable mix of residential, commercial and industrial development and infrastructure that provides for a high quality of life. The division's role is in planning for, partnering in and delivering on residential, commercial and industrial developments and infrastructure that cater for a growing region, as well as providing efficient and accountable governance.

### Highlights

- Secured \$2 million in Federal grants to fast track planning for the Ballarat West Growth Zone.
- Commenced planning for the Ballarat West Employment Zone.
- Progressed the development of a regional freight hub.
- Commenced planning on the Ballarat Western Link Road.
- Commenced stormwater harvesting projects.
- Progressed investigations into a long-term solution for the Civic Hall redevelopment, with a plan put to Council for consideration.
- Developed and adopted the CBD Strategy and commenced capital projects.

## People and Communities

In 2009-2010, Council's People and Communities division was committed to fostering 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. The People and Communities division seeks to encourage a diverse, vibrant and growing community that values and enjoys a sense of wellbeing, culture, heritage, recreation, connection, environmental sustainability, safety and belonging.

### Highlights

- Adopted the city's Open Space Strategy.
- Completed stage one of the Ballarat Aquatic Centre redevelopment.
- Adopted and launched the City of Ballarat Health and Wellbeing Plan.
- Launched and commenced implementation of the Youth Strategy.
- Launched the Cultural Diversity Strategy and appointed new Multicultural Ambassadors.
- Implemented the Positive Ageing Strategy.
- Implemented the Community Safety Action Plan.
- Developed and adopted the Sports Precincts Strategy.
- Prepared new fire safety and emergency management procedures and adopted the Township Protection Plans.

## Destination and Connections

In 2009-2010, Council's Destination and Connections division focused on positioning Ballarat as a respected regional leader that facilitates tourism and residential and business attraction by marketing the unique lifestyle benefits of Ballarat. The division is involved in fostering regional, governmental and cultural cooperation while promoting Ballarat as a regional leader and an attractive destination for new residents, business investment and tourists.

### Highlights

- Implemented the Ballarat Import Replacement Strategy.
- Launched the 'History Lives in Ballarat' tourism advertising campaign.
- Designed and commenced works on the Australian Centre for Democracy at Eureka.
- Implemented the Arts and Cultural Framework.
- Developed the Economic Strategy.
- 600 Vertex jobs secured in ICT sector.
- Returned the Begonia Festival to the Botanical Gardens, after years of prolonged drought and staged the annual Heritage Weekend and Australian Open Road Cycling Championships.

- Successfully bid for the Herald Sun World Cycling Classic Ballarat and 2010 Australian Masters Road Cycling Championships.
- Returned water to Lake Wendouree through a range of infrastructure and water purchasing initiatives.
- Commenced a Tourism Feasibility Study into the Lake and Gardens Precinct.

## Managing our Business

When elected in 2008 the Ballarat Councillors committed to providing responsive and accessible leadership, advocacy and efficient service delivery within sound financial management and accountable government practices.

### Highlights

- Launched the redesigned Council website.
- Hosted the 2010 Federal Government Community Cabinet meeting.
- Developed reduction strategies for Council's waste, water and energy consumption.
- Contributed to development of the Central Highlands Regional Plan.
- Made improvements to customer service facilities.
- Continued community consultation through survey program and community barbecues.





# Financial Sustainability

The City of Ballarat is a \$130 million business with 26 business units that deliver over 100 services to the community. It has a capital budget of at least \$30 million (gross) to maintain over \$1,100 million of assets.

## A strategic and focused approach to financial management

During the 2009-2010 financial year the organisation continued to meet objectives outlined in the five year budget established in 2005-2006 as well as those set by the Long Term Financial Strategy.

Coupled with a rigorous performance reporting system, the City of Ballarat's strategic and focused approach to financial management led to an unprecedented number of capital works, a greater appreciation in the community as to where rates are allocated and a clear sense of direction.

## Overall financial position

Since the development of its first five year budget, the City of Ballarat has recorded positive financial results each year, while still providing over 100 services and delivering a capital works program in excess of \$30 million.

At the end of the 2009-2010 financial year, the organisation had achieved or bettered all the financial indicators set out in the 2009-2010 Budget. In addition, the continued search for financial efficiencies resulted in extra funds available for future capital works programs.

The strong cash position has enabled the organisation to bring forward critical capital works programs to enable Council to complete sporting infrastructure ahead of schedule.

## Financial performance 2009-2010

The City of Ballarat's operating surplus for the 2009-2010 financial year was \$25.016 million, significantly higher than the forecast position of \$18.264 million.

The improved result was due to increased revenue from fees, higher government grants and improved investment of surplus cash.

The increased revenue included a Victorian Grants Commission installment of \$2.59 million brought forward from the 2010-2011 financial year as well as additional unbudgeted grants totalling \$3.03 million. Donated assets were \$4.12 million higher than the previous year.

Though the organisation recorded a strong financial result for 2009-2010, this result was enhanced by the significant number of grants received in advance from both state and federal governments for the 2010-2011 financial year. This timing of receipt of monies will reduce the amount of revenue received for the next financial year and lower the operating result for 2010-2011 by an expected \$4 million when compared with the figure for the 2009-2010 financial year.

## Cash flow

The City of Ballarat completed the 2009-2010 financial year with a cash balance of \$40.75 million. Of this amount \$9.87 million in additional funds are related to Council operations for the 2010-2011 financial year as well as projects that were unfinished at the end of June 2010.

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

## Balance sheet

The City of Ballarat also improved its balance sheet position during the 2009-2010 financial year with debt levels reduced to \$12.195 million.

Total assets increased to \$1,162 million while total liabilities remained steady at \$31 million.

Held cash reserves were increased, partly through maintaining relatively low levels of trade receivables of approximately \$6.6 million. Trade payables reduced to \$6.1 million.

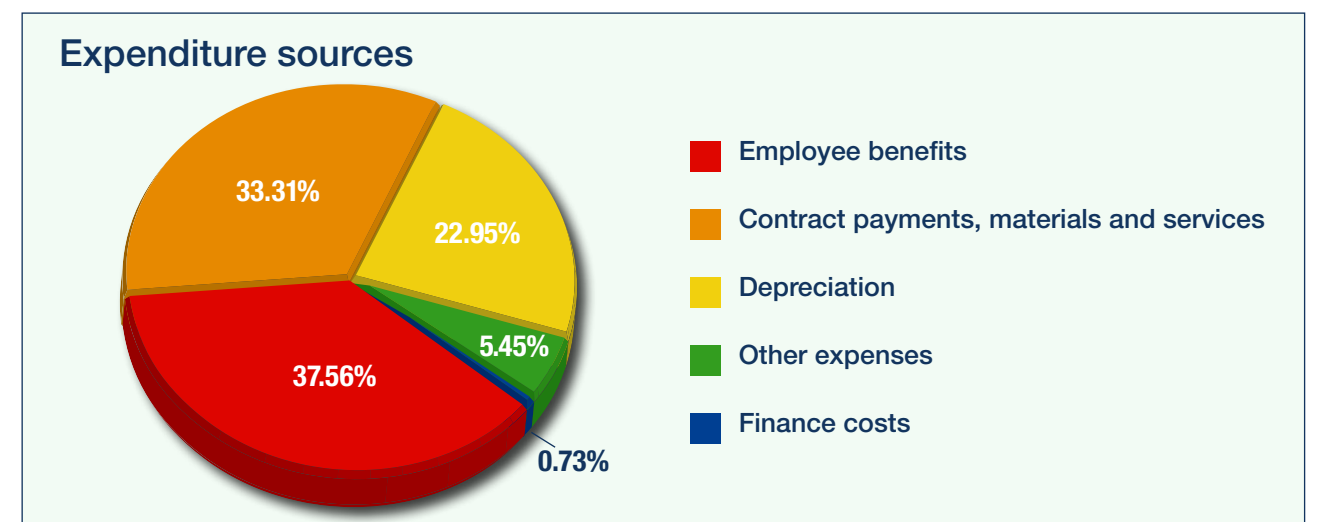
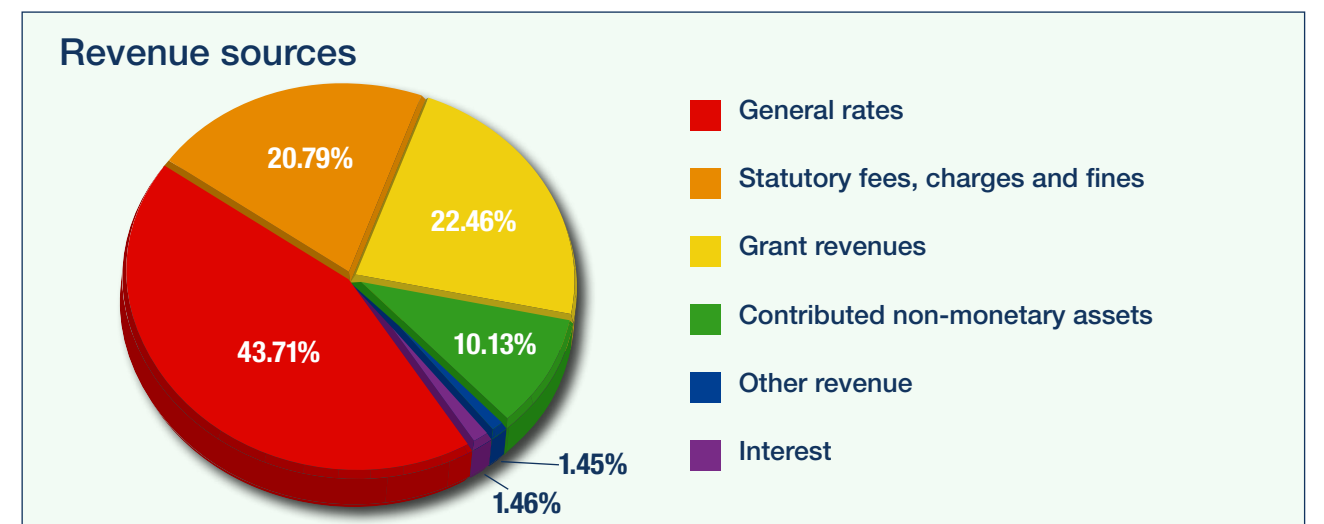
Description	2008-2009 \$'000	2009-2010 \$'000
Total revenue	131,739	130,343
Total expenditure	103,983	105,327
Surplus	27,756	25,016
Capital expenditure	37,461	52,449
Total assets	1,063,225	1,162,456
Total liabilities	34,130	30,925
Cash	46,935	40,745
Net cash from operating activities	40,491	34,377
Working capital ratio	254%	249%
Loan liability	13,195	12,195
Liability/asset ratio	3.20%	2.66%
Debt commitment ratio	6%	6%

## Future

As with previous years the organisation continued to undertake continuous improvement to reduce operating costs and provide additional funds for major projects.

The strong financial performance during 2009-2010 will enable Council to bring forward the projected five year budget during the 2010-2011 financial year.

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





# Our Organisation

The City of Ballarat's purpose is to provide community leadership and good governance. The City of Ballarat's eight divisions, 26 business units and 797 staff are responsible for the delivery of over 100 services and meeting the objectives set out in the Council Plan 2009-2013.

Just like any other business, the organisation has set objectives and a budget and is therefore required to provide regular financial and performance reports. Unlike other businesses, the organisation is guided by the Ballarat City Council on behalf of the community.

## Objectives 2009-2010

The organisation has commenced implementation of the new Council Plan 2009-2013. Based on months of planning, research and consultation with the community, the plan outlines the objectives for the next four years and clearly states how these outcomes will be achieved.

Major projects, such as the Girrabanya Centre for Children and Families were completed, while a great number of major projects were started, including the Town Hall Restoration, the Ballarat Aquatic Centre redevelopment, stormwater harvesting, Victoria Street Gardens, and Eureka Centre Stage 2 redevelopment projects.

The main focus for 2009-2010 was to ensure the strategic planning was in place to sustain Ballarat's growth. Major strategies such as the Central Business District (CBD), Economic, Preserving our Heritage, Sports Precincts, Youth, Cultural Diversity and Waste Management strategies were all adopted by Council. Each of these strategies plays a part in building a greater Ballarat and ensuring the overall goal of sustainable growth and strong communities are delivered upon.

## Looking ahead to 2010-2011

In 2010-2011 Council's effort will be focused on delivering on the tremendous amount of strategic planning that took place in 2009-2010.

Council's 2010-2011 Budget caps rates at four per cent, reduces debt by \$1 million and proposes a record \$90 million capital works spend over two years. Major projects that started in 2009-2010 will see further investment, including \$10.2 million on major sporting precincts, a further \$5.8 million on implementing the CBD Strategy, \$3.1 to deliver on major stormwater harvesting projects, \$2 million to further progress the Ballarat West Employment Zone and \$450,000 on community and heritage grants.

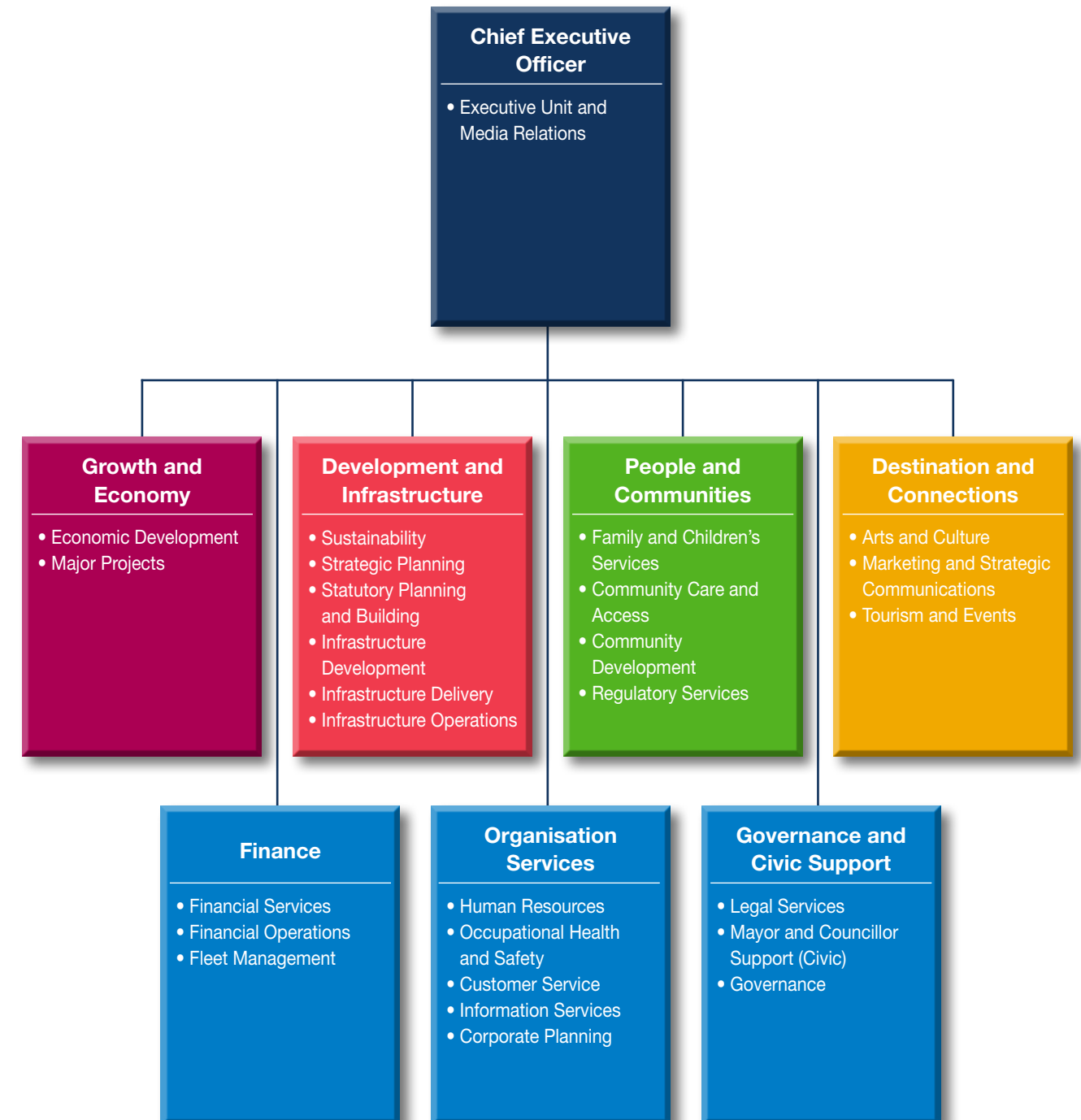
Council has significantly increased funding for delivery of essential services for a growing community, spending \$105.8 million on providing a range of projects and programs across the municipality to meet the needs of residents of all ages.

Council has also earmarked \$43.9 million over two years to upgrade and rebuild the municipality's key ageing infrastructure which includes roads, footpaths and drainage works.

Each of Council's eight divisions (Executive Unit, Growth and Economy, Development and Infrastructure, People and Communities, Destination and Connections, Finance, Organisation Services and Governance and Civic Support) is led by a member of the Leadership Team and the organisation's structure is reviewed regularly to ensure there are efficiencies and capacity to meet the community's needs. In addition to structural reviews, vacated positions are reviewed before being filled.

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

## Organisational structure as at 30 June 2010





# Our Leadership Team

The City of Ballarat Leadership Team consists of the Chief Executive Officer, four Directors (Growth and Economy, Development and Infrastructure, People and Communities and Destination and Connections). There are also three Executive Managers who administer the Finance, Organisation Services and Governance and Civic Support sections.

## Chief Executive Officer



**Anthony Schinck**  
*Business Units:* Executive Unit, Media Relations

## Directors



Growth and Economy  
**Jeff Pulford**  
*Business Units:* Economic Development, Major Projects



Development and Infrastructure  
**Ian Rossiter (Acting)**  
*Business Units:* Sustainability, Strategic Planning, Statutory Planning and Building, Infrastructure Development, Infrastructure Delivery, Infrastructure Operations



People and Communities  
**Carolyn Barrie**  
*Business Units:* Family and Children's Services, Community Care and Access, Community Development, Regulatory Services



Destination and Connections  
**George Sossi**  
*Business Units:* Arts and Culture, Marketing and Strategic Communications, Tourism and Events

## Executive Managers

Finance  
**Glenn Kallio**  
*Business Units:* Financial Services, Financial Operations, Fleet Management

Organisation Services  
**Garry Davis**  
*Business Units:* Human Resources, Occupational Health and Safety, Customer Service, Information Services, Corporate Planning

Governance and Civic Support  
**Vacant**  
*Business Units:* Governance, Councillor and Mayoral Support (Civic), Legal Services





# Our Staff

Nearly 800 people were employed by the City of Ballarat in 2009-2010, making Council one of the city's largest employers. The vast majority of staff are also residents of the municipality, and many have worked for the organisation for ten or more years. This provides for a dedicated and stable workforce, one that is committed to its community, of which it is an integral part.

The City of Ballarat is an Employer of Choice, offering a positive and flexible working environment that reflects the wider community's expectations. Council encourages and values high performing staff who deliver quality services to the community.

Internal communications, performance reviews, staff training, development programs and an emphasis on work/life balance help the organisation address resources and skill requirements and meet individual employee needs. Employee benefits include family-friendly arrangements, leave provisions such as maternity, paternity and adoption leave, study assistance and a number of health services including on-site physiotherapy, discounted gym membership and access to a confidential advice and counselling service. This Employee Assistance Program (EAP) is available for support regarding both work and non-work related matters.

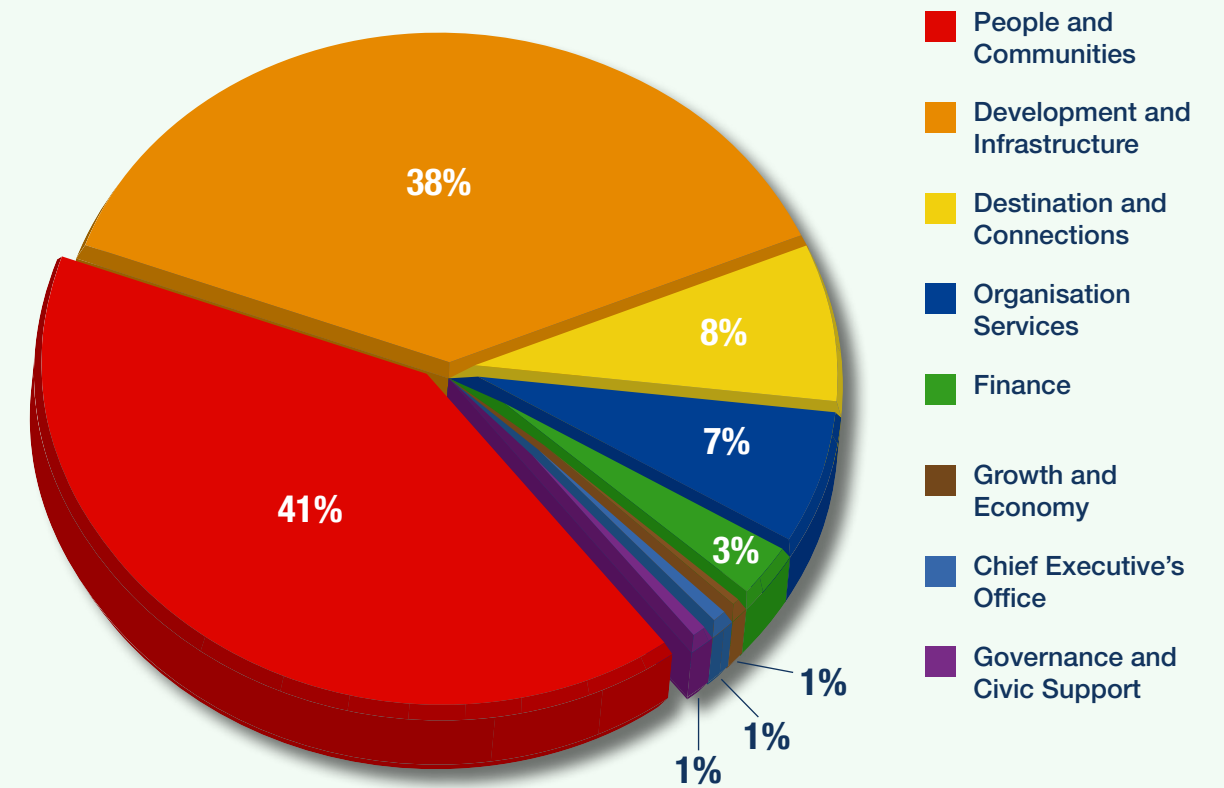
## Staff profile

As at 30 June 2010 Ballarat City Council employed a total of 797 full-time, part-time casual and temporary staff. During the year there were 102 departures of permanent and temporary staff representing a staff turnover of approximately 12.8%. Employee commencements to full-time, part-time and temporary positions totalled 128.

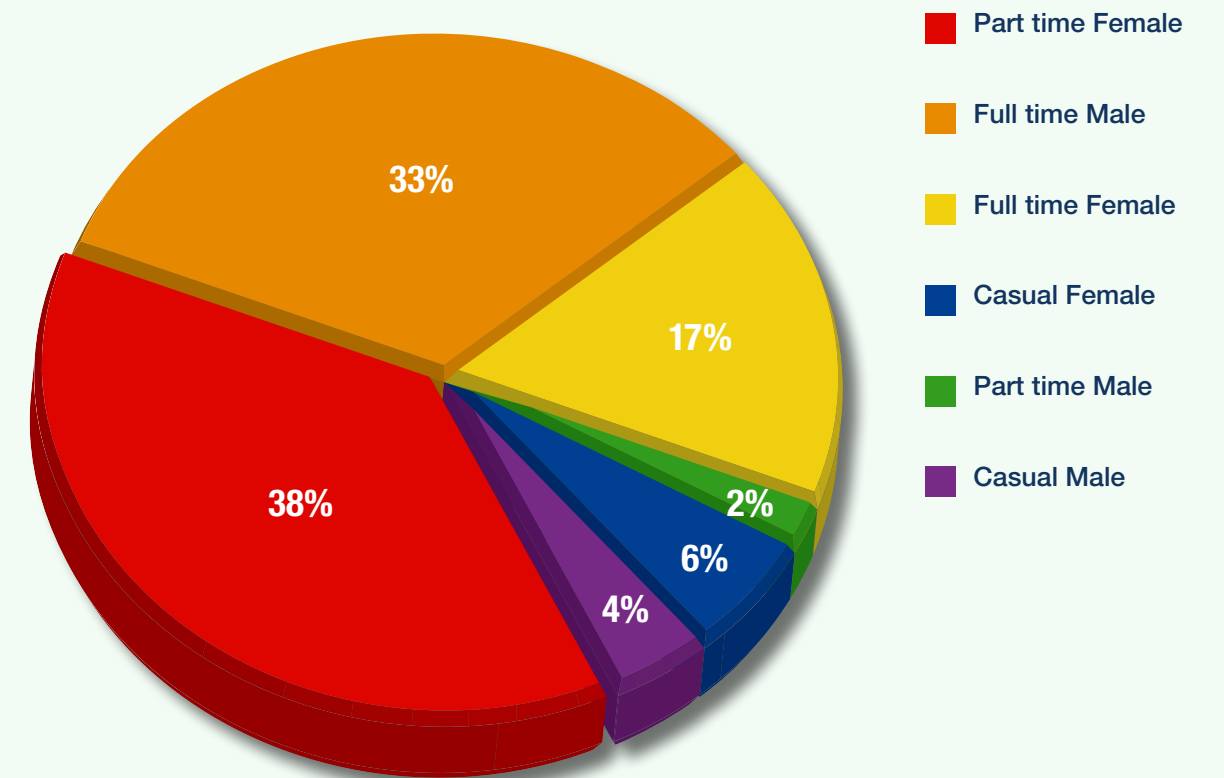
Total remuneration paid to all categories of employment was \$35,023,855 with superannuation costs totalling \$3,024,570.

Division	Female Total	Female EFT	Male Total	Male EFT	Full time Female	Full time Male	Part time Female	Part time Male	Casual Female	Casual Male	Staff Total	Staff EFT
People and Communities	345.0	212.3	52.0	37.6	48.0	24.0	266.0	27.0	31.0	1.0	397.0	249.9
Development and Infrastructure	40.0	33.9	200.0	198.0	26.0	194.0	12.0	3.0	2.0	3.0	240.0	231.9
Destination and Connections	48.0	31.1	25.0	17.8	24.0	13.0	7.0	3.0	17.0	9.0	73.0	48.9
Organisation Services	31.0	26.0	18.0	18.0	17.0	18.0	13.0		1.0		49.0	44.0
Finance	11.0	11.0	7.0	7.0	11.0	7.0					18.0	18.0
Growth and Economy	5.0	4.4	5.0	5.0	3.0	5.0	2.0				10.0	9.4
Governance and Civic Support	3.0	2.6	3.0	2.6	2.0	2.0	1.0			1.0	6.0	5.2
Chief Executive's Office	3.0	2.5	1.0	1.0	2.0	1.0	1.0				4.0	3.5
<b>Total</b>	<b>486.0</b>	<b>323.8</b>	<b>311.0</b>	<b>287.0</b>	<b>133.0</b>	<b>264.0</b>	<b>302.0</b>	<b>33.0</b>	<b>51.0</b>	<b>14.0</b>	<b>797.0</b>	<b>610.8</b>

EFT by functional area



Staff by employment category





# Our Safe Work Practices

The City of Ballarat is committed to providing a safe and accessible environment for all Councillors, employees, contractors, visitors and service users.

All Council business units strive for continuous improvement in safety processes and systems and are measured on a regular basis on their compliance and commitment to identification and risk assessment.

## OH&S Management Plan

The City of Ballarat's Occupational Health and Safety (OHS) Management Plan provides the framework for how the organisation manages its various risks. This Plan outlines the systems and the continuous improvement measures in place to develop, foster and encourage a safety culture across the organisation.

The OHS Management Plan has a number of key focus areas as outlined below.

## OH&S committee and representatives

The City of Ballarat has three OHS Committees; City Centre, City Wellbeing and City Operations. Each ten member committee has its own role and responsibilities that reflect the types of work undertaken and the risks associated. The committees meet regularly throughout the year to discuss and contribute to safety issues, solutions, policies and procedures. Membership is made up of Health and Safety Representatives (HSRs), who are elected by their peers. HSRs are elected for a three year term.

## Hazard identification, risk assessment and control implementation

A regular program of workplace inspections is conducted by City of Ballarat employees and OHS representatives to help identify issues which could lead to potentially unsafe situations. Following these inspections plans are developed with relevant staff and management to rectify the situation.

## Training and education

Courses are offered to all levels of staff to increase their knowledge and understanding of hazard identification, risk assessment, implementation of safety controls and roles and responsibilities in a safe workplace.

Courses attended by staff during the 2009-2010 financial year included:

- **First Aid** – Providing the knowledge, confidence and life-support skills needed in the event of a medical emergency to ensure recovery and survival.
- **Dealing with difficult customers** – Enabling employees to identify inappropriate behaviour and provide a structured response.
- **Emergency Management** – How to plan, prepare and manage an emergency situation and operate essential services equipment available.
- **Chemical Management** – To assist supervisors to manage chemicals in the workplace from purchasing to storage and disposal.
- **Sunsmart** – How to protect skin from UV rays.
- **Health and Safety Representative (HSR)** – New HSR's undertook a five day training course and continuing HSR's all completed a one day refresher course. Both courses were delivered by VIOSH Australia.

## Wellbeing

The City of Ballarat's Health and Wellbeing Program includes activities and information sessions to inform and assist staff with managing their health and wellbeing.

With a focus on early intervention, activities in 2009-2010 included:

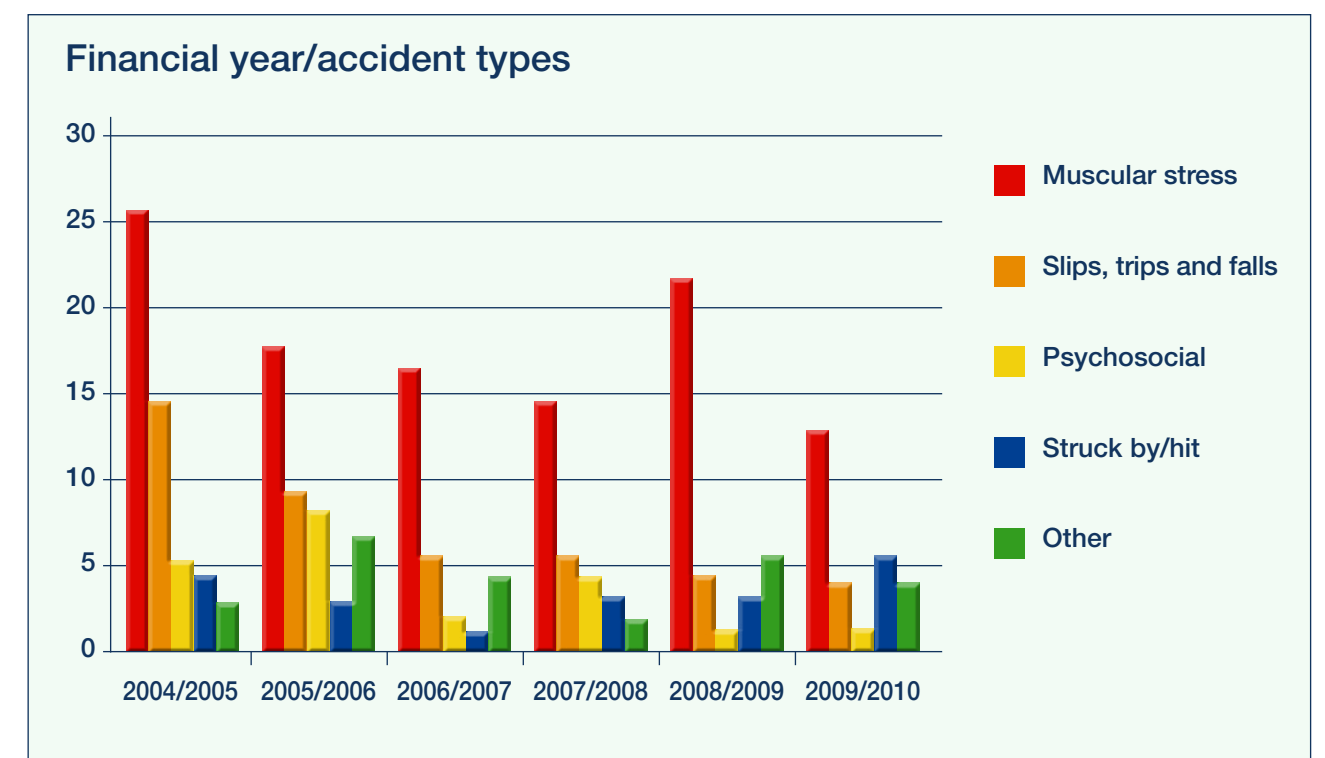
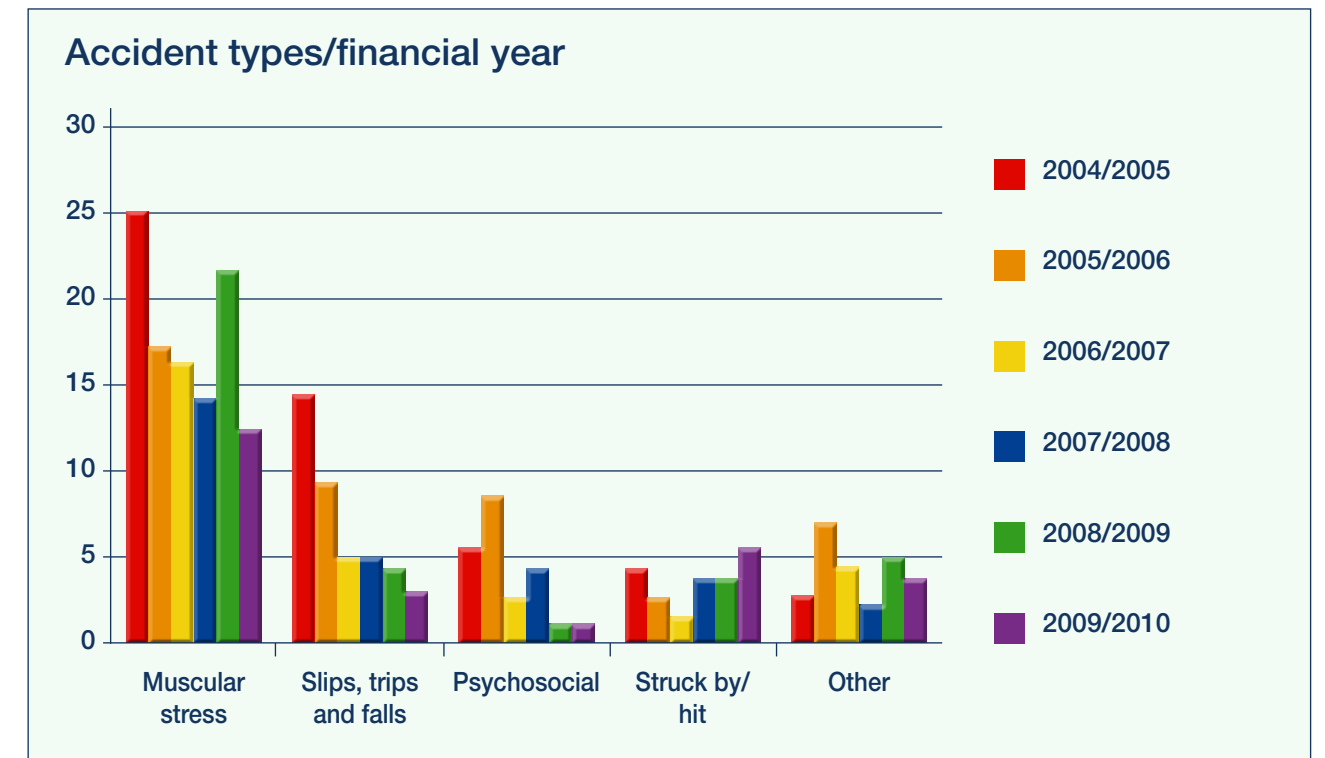
- Pre-employment medicals
- On-site physiotherapy sessions
- Core strength training
- Subsidised gym memberships
- Skin cancer checks
- Flu vaccinations

## Injury management

Most accident types have reduced from the 2008-2009 financial year (reduction from 38 to 28) but muscular stress remains as one of the main contributors to these numbers.

There were a total of 28 claims for compensation lodged in the 2009-2010 financial year (this includes both minor and standard claims). Any injury sustained by an employee continues to be treated seriously with a focus on early intervention combined with suitable treatment to ensure a successful return to work.

The graphs below show the types of injuries that City of Ballarat employees have sustained during 2009-2010 compared with the previous five years. The first graph breaks down the claims into accident types per financial year and the second graph reverses this with financial year to accident types.



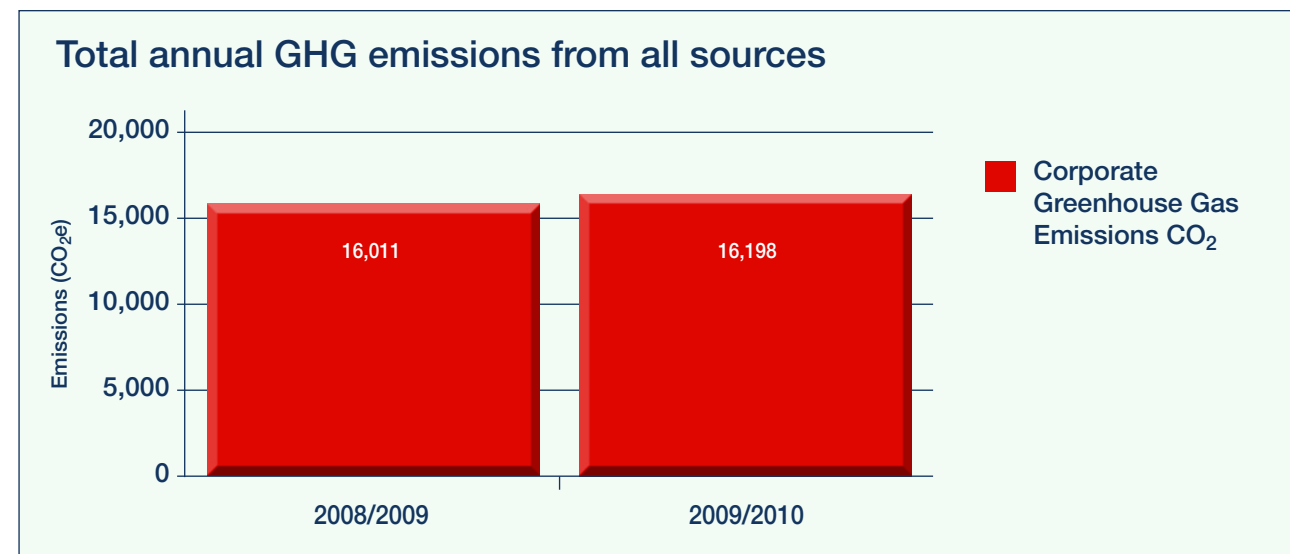


# Environmental Scorecard

The City of Ballarat endeavours to reduce the impact of its operations on the environment. Council has had a greenhouse gas (GHG) emissions target since 2003 and a water use target since 2005. In order to properly understand corporate impacts, and whether or not targets have been met, it is necessary to measure our performance. Council has produced an environmental scorecard for the 2009-2010 financial year measuring GHG emissions, electricity, gas and water consumption.

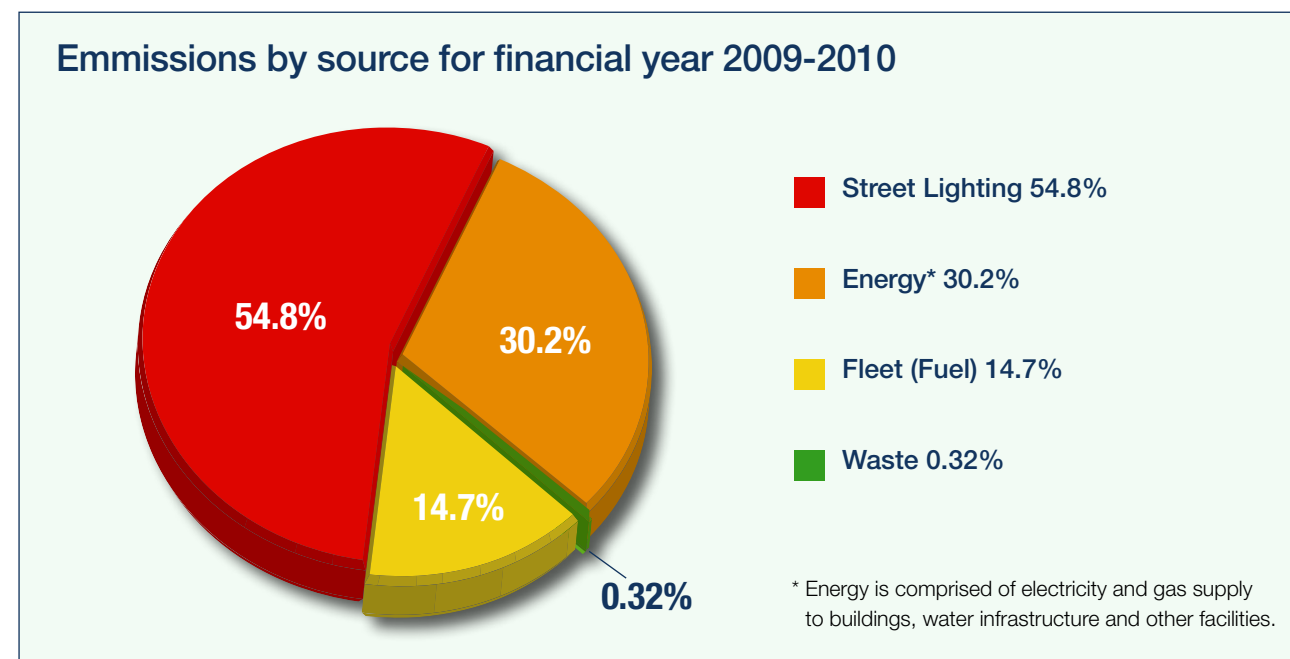
## Greenhouse performance

- In the 2009-2010 financial year the corporate emissions from Council operations increased slightly by 1.2 per cent. There was an increase overall of 187 tonnes of carbon dioxide emissions (CO<sub>2</sub>e)
- In 2009-2010 the total emissions was 16,198 tonnes of CO<sub>2</sub>e. Council's target is 11,420 tonnes of CO<sub>2</sub>e to be achieved by 2010.
- Total emissions are currently above our GHG target but when Council's revegetation program is taken into consideration the target is achieved with over 5,000 tonnes of CO<sub>2</sub>e being abated in 2009-2010.



## Emissions profile

- The majority of Council's greenhouse gas emissions emanate from street lighting, followed by energy use in Council buildings, fuel use, then corporate waste.



- While emissions from fuel use only make up around 14 per cent of Council's corporate greenhouse profile, increases in consumption in 2009-2010 by 10 per cent caused the whole emissions profile to increase:

## Emissions detail by year

Emissions in tonnes CO <sub>2</sub> equiv	Energy	Street Lighting	Fleet	Waste	Total
Financial Year 2008-2009	4,928	8,874	2,157	52	16,011
Financial Year 2009-2010*	4,897	8,874	2,375	52	16,198

## Electricity, gas and water usage

In the 2009-2010 financial year, Council has decreased its electricity and gas use but has increased water consumption slightly. The following table summarises Council's usage for 2009-2010.

2009-2010	Consumption	Emissions
Electricity	2,989,830 kWh	4090.3 t CO <sub>2</sub> e
Gas	14,409,950 MJ	811 t CO <sub>2</sub> e
Water	111,080 kL	NA

Council had a water reduction target of 216,575 kL to be achieved by the end of June 2010. The City is currently well below this target. However, consumption is expected to increase in 2010-2011 due to the easing of water restrictions.







# PERFORMANCE

## Growth and Development

### Strategic goal

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

### Strategic objectives

#### 1. Population and growth

- Seek to achieve Ballarat's population growth target of 130,000 by 2030, thereby securing a strong future for Ballarat.
- Plan for a broader range of dwelling densities and housing types to support a growing population and diverse lifestyles.
- Create employment opportunities to support Ballarat's growing population.
- Enhance and improve the local and regional transport linkages to form an integrated and sustainable network.
- Achieve best practice for sustainable growth.

#### 2. Liveability

- Ensure critical water resources are managed to best practice.
- Promote and pursue best practice environmental management of waste, energy and biodiversity to ensure sustainable communities into the future.
- Maintain community infrastructure and assets to sustain liveable, sociable, connected communities and neighbourhoods.
- Protect and enhance Ballarat's physical and cultural heritage.

#### 3. Development

- Improve planning approval processes to enable business and economic growth.
- Ensure that land and infrastructure is provided to enable sustainable residential, commercial and industrial growth.
- Apply sustainable design principles to all new developments.
- Facilitate priority development projects that are of strategic benefit to Ballarat.

### Achievements

#### Regional transport

Significant planning and lobbying was undertaken in 2009-2010 to progress a number of important transport projects. The preferred alignment of the Western Link Road was determined by Council and concept plans were adopted, as well as an economic analysis for the upgrade of Geelong/Yankee Flat roads.

Successful lobbying of State and Federal governments resulted in the Anthony's Cutting bypass and the duplication of the highway between Ballarat and Stawell commencing. A needs assessment and feasibility study on the intermodal freight hub were finished, as were ancillary works for Wendouree Station.

#### Protecting and enhancing Ballarat's heritage

Council adopted the Preserving our Heritage Strategy and a number of key initiatives from the strategy commenced in 2009-2010, including a review of the current maintenance and project works scheduled for key historical assets such as the Town Hall, Learmonth Shire Offices, Mining Exchange, Ballarat Aerodrome and Her Majesty's Theatre.

The Ballarat Town Hall and Art Gallery of Ballarat, both significant heritage listed buildings, underwent external restoration works and designs and specifications were prepared for restoration works on the Arch of Victory.

The Heritage Precincts Overlay C107 was completed and adopted by Council.



## Central Business District

The Central Business District (CBD) Strategy was finalised and adopted by Council during 2009-2010, with a number of actions also completed within the financial year. The relocation of powerlines underground in Sturt Street (between Doveton and Armstrong streets) was completed and work commenced in Wendouree Parade (between Victoria Avenue and Mill Street). Additional and upgraded street furniture was also installed.

## Managing our natural resources

Funding sources for stormwater harvesting were secured and the approval process with the State Government commenced. During 2009-2010 work also continued on floodway controls for the Yarrowee River and the Canadian and Burrumbeet creeks.

Council adopted an online program to encourage environmentally sustainable building design. Titled the Sustainable Building Assessment Tools, the program is available on Council's website and all Council planning staff have been trained to use the program in assessing planning applications.

During 2009-2010 all Statutory Planning Checklists and Planning Application Guides were updated to reflect Council's LiveSmart Ballarat Sustainable Development Policy and Council's new Local Policy and Sustainable Development Practice Notes. Further, water conservation plans for Council's open space and other community facilities were prepared and a strategy for a regional approach to alternative waste treatment systems (including greenwaste) was developed.

## Open space

A study was undertaken in 2009-2010 into Council's open space and land management practices, specifically an analysis of the gaps in Council's biodiversity mapping with the view to introducing best practice measures. In addition, the Asset Management System continued collecting information for and updating the open space inventory.

The Lake Wendouree Masterplan continued to be implemented and the long-term water supply to the Lake was secured with the Redan wetlands stormwater diversion.

## Strategic planning

Council proactively planned for Ballarat's sustainable growth and development through the Ballarat West Growth Zone. Key plans completed in 2009-2010 included the investigation into the alignment of the Western Link Road, masterplans for Victoria Park and Council-funded works at the Ballarat Airport.

The revised Municipal Strategic Statement was adopted by Council on 9 December 2009 and the Planning Minister approved a planning scheme amendment on 18 March 2010. Priority amendments as identified in the Planning Scheme Review Report C95 – Canadian Valley Outline Development Plan were completed, as was the Ballarat West Growth Area Plan.

Development of a Housing Strategy commenced, as did work on the Learmonth Structure plan and work continued on C127 – Miners Rest Outline Development Plan and on C135 – Cardigan Village Structure Plan.

## Major infrastructure projects

An initial business case for the ongoing use of the Civic Hall site was completed in 2009-2010 and presented to Council, following which detailed scoping of Council's functional requirements was undertaken.

Management of the Ballarat Livestock Selling Centre was successfully transferred to Regional Infrastructure Pty Ltd in early 2010 and stage one of the \$4.5 million redevelopment of the Ballarat Aquatic Centre finished in May 2010.

## Challenges

Work on the further implementation of Council's Environment Sustainability Strategy was delayed in 2009-2010 due to limited staff resources.

Development of the Infrastructure Design Guidelines was delayed due to reduced resources. The Guidelines are well advanced and will be completed in early 2010-2011.





# 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.*

## Strategic objectives

### 1. Creating a liveable city

- Attract and retain residents by creating a place where people want to live.
- Actively develop partnerships to work towards a safe, secure and accessible environment for people to live a healthy and active lifestyle.
- Provide support and services that meet the care, health, education and early childhood needs of children and young families.
- Plan for and provide services that meet the care and health needs of an ageing population.
- Enhance Council's policy position in relation to gaming and maintain support for responsible gambling initiatives.

### 2. Creating connected, empowered communities

- Provide services and activities that encourage and empower young people to participate in community life.
- Promote positive and active ageing that values the contribution seniors make to the community.
- Offer diverse and accessible recreation, leisure and sporting opportunities and sustainable facilities that encourage physical activity.
- Support a diverse arts and cultural sector that forms a vibrant part of community life in Ballarat.
- Address factors of disadvantage including isolation, access to services and homelessness.
- Create awareness and empower communities to cope with the impacts of climate change.
- Respect, support and engage the rural communities of the municipality to promote their contribution to Ballarat's unique character.

## Achievements

### Strategy development

As a requirement of the Public Health and Wellbeing Act 2009, the Municipal Health and Wellbeing Plan 2007-2009 was reviewed and updated. One of the changes to the plan was to alter the review schedule to be in line with Council Plan cycles.

Work continued on the Ballarat Child and Family Friendly Plan, Community Action Plan and Youth Strategy. A Child and Family Friendly Community Advisory Committee was established to help guide decisions around Ballarat's child friendly status and an Implementation and Review Committee for the Youth Strategy will oversee the implementation of the strategy's action plan.

Year one actions from the Community Safety Action were implemented, including a second safe city taxi rank, evaluation of the closed circuit television installations in the CBD and introduction of a designated drivers program.

A Cultural Diversity Strategy was adopted by Council and within the first year new multicultural ambassadors were appointed and an Intercultural Advisory Committee created.

Work commenced on implementing the Positive Ageing Strategy with a number of public education initiatives on positive physical and mental health and lifelong learning. Council also redeveloped the Seniors Festival to increase community participation.

### Children's Services hubs

An integrated children's and family resource centre was established in early 2010, with the opening of the redeveloped Girrabanya Centre for Children and Families on the site of the previous Girrabanya Children's Centre. This \$800,000 project, partly funded by the State Government, brings together childcare, kindergarten, maternal and child health and allied children's health services all under the one roof. This model has proven so successful that planning started in 2009-2010 for similar integrated services in Wendouree and Sebastopol/Delacombe.

## Recreation

In 2009-2010 Council reviewed and implemented its Recreation Strategy, including preparing a Sports Precincts Strategy position paper for Council consideration, completion of the Playspace Planning Framework and a review of the aquatic elements of the Strategy. A new Indigenous playspace at Lake Wendouree was also finished.

Council continued implementing the Bicycle Strategy with green travel plans developed in conjunction with local educational institutions, a Ballarat bicycle map was launched and ongoing maintenance and upgrades of bicycle paths occurred through the capital works program.

## Challenges

Development of the Aged Services Plan was deferred until 2010-2011.

Council continued to review and implement the Disability Action Plan. These activities have been partially completed and further work will be undertaken in 2010-2011.

Construction of the Eco Living Centre, a joint project with five other agencies, aimed at educating and empowering the community on broader environmental issues was deferred until 2010-2011 due to delays in finalising funding agreements.







# Destination and Connections

## Strategic goal

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

## Strategic objectives

### 1. Tourism and economic development

- Establish an effective and collaborative tourism and economic development management structure.
- Grow the local economy in a sustainable manner.
- Develop a multi-skilled workforce that meets current and future needs.
- Facilitate vibrant, active, viable and attractive industrial, commercial and retail precincts.
- Promote quality tourism products and investment outcomes consistent with Ballarat's brand.

### 2. Cultural development

- Celebrate Ballarat's heritage, arts and culture.
- Maximise the value of Ballarat's heritage and cultural precincts.
- Provide a stewardship and development role for the community's cultural assets.
- Improve community access to high quality diverse cultural product.

### 3. Destination development

- Enhance and grow Ballarat's authentic experiences based on the region's key attributes.
- Develop, market and promote a Ballarat-style visitor experience.
- Improve visitor information services and interpretation for visitors.
- Support and maximise the benefits of festivals and events across the region.
- Develop a Destination Ambassadorship program.

## Achievements

### The local economy

The Economic Strategy, adopted in May 2010, was developed in partnership with the community and industry. The Strategy focuses on Ballarat's key economic growth sectors: education and research; excellence in manufacturing; health sector demand and technological advances; retail; tourism; arts and culture; government and professional services; and information and communications technology.

In 2009-2010 Council developed and implemented the Ballarat Import Replacement Strategy that included utilisation of the Industry Capability Network and the Regional Industry Link program. This initiative aims to promote sustainable economic development that strengthens local communities and businesses and, wherever possible, keep expenditure within the local economy. Council also implemented the Ballarat Industry Participation Program, resulting in a record 91 per cent local content achieved in Council's major capital works program.

Council continued to provide environmental health, parking and local laws services to support businesses across the municipality.

### Tourism in the online world

Significant work was undertaken in 2009-2010 to strengthen Ballarat's tourism industry and product offering. A new tourism marketing and advertising campaign "History Lives in Ballarat" was developed and launched. Based on consumer research the campaign aimed to reposition Ballarat's tourism strengths to appeal to a new audience. Consumer research also drove the development of a new marketing strategy for the Art Gallery of Ballarat, the e-communications tourism strategy was revised and online market research tools were developed and implemented for the city's major attractions and events.

A new website for the Art Gallery of Ballarat was designed, developed and launched during 2009-2010 and the Eureka website was refreshed in preparation for the construction of the Australian Centre for Democracy at Eureka. Specifications for a new tourism website were also completed with development to start in 2010-2011.

### Tourism industry development

Council worked in partnership with the local tourism industry and conducted a number of industry forums



throughout the year, introduced tourism business clusters in conjunction with the Ballarat Tourism Association and inducted and trained new tourism volunteers to work at the city's various visitor information centres.

Customer service and quality visitor experience continued to be a focus for Council and the tourism industry. An audit of the local tourism industry service training needs was undertaken and a tourism Customer Audit (mystery shopper) program introduced. Council also launched Tourism Victoria's Service Excellence program to the local tourism industry.

#### **Tourism product development**

During 2009-2010 Council developed a cycling product for the Ballarat-Skipton Rail Trail, and a strategy to further develop the Great Dividing Trail as a key walking and cycling trail for the state. This strategy was undertaken in partnership with the Tourism Victoria Goldfields Campaign Committee.

Visitors to the Art Gallery of Ballarat and Lake and Gardens Precinct can now enhance their experience by purchasing an audio tour that can be downloaded onto their iPod.

Significant work was undertaken to research and develop the Visiting Friends and Relatives Strategy. This important strategy identifies the type of visitors to Ballarat and how the industry and Council can enhance and maximise their stay and spend while in town. An often unseen market, the visiting friends and relatives market makes up to 47 per cent of Ballarat's tourists.

Due to the redevelopment of the Eureka Centre into the Australian Centre for Democracy at Eureka, Council was required to undertake a review of the visitor information services and the location of the Visitor Information Centre. Following this review a strategy was developed to identify a temporary site for the relocation of the Visitor Information Centre.

During 2009-2010 Council finalised the four year Tourism Signage and City Entrances strategies and the wayfinding signage for the Lake and Gardens Precinct.

#### **Arts and Cultural Framework**

The Arts and Cultural Framework continued to be implemented with a number of key projects started in 2009-2010. The structural and organisational changes outlined in the framework were fully implemented. The Localities Enhancing Arts Participation (LEAP) project was introduced as the cross council regional project, with the City of Ballarat identified as the lead council. The Art Gallery and Her Majesty's Theatre featured as centrepieces of the "History Lives in Ballarat" tourism advertising campaign.

The Art Gallery of Ballarat had its governance structure reviewed and a new one approved for implementation in 2010-2011. Council completed its investigations into options for the future operation and management of Her Majesty's Theatre.

#### **Australian Centre for Democracy at Eureka**

Work on the Australian Centre for Democracy at Eureka progressed during 2009-2010, with design concepts finalised, preliminary site works started, a stakeholder and communications plan developed and a collaborative framework for the project management implemented.

#### **Events**

Council's Events Strategy was again implemented in 2009-2010. Council's hallmark events namely the Australian Open Road Cycling Championships, Begonia Festival, and Heritage Weekend, were successfully staged and support was given to numerous community based events. In addition Council successfully bid for the Herald Sun World Cycling Classic Ballarat and 2010 Australian Masters Road Cycling Championships to be held in September 2010.

#### **Challenges**

Development of a long term Visitor Information Services Strategy, including a recommendation on the location of a permanent Visitor Information Centre was delayed.

The review of the city's Tourism Strategy, including the governance and operational structure of Council's tourism sector was delayed due to staff changes and resource limitations.

The review of the governance structure for Her Majesty's Theatre was delayed to allow for further investigations and research into governance options.

The implementation of the new tourism website was delayed due to other competing demands across the organisation as was the implementation of Council's Public Art Policy.





# Managing our Business

## Strategic goal

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

## Strategic objectives

### 1. Governance

- Practise good governance and act with integrity, accountability and transparency in all decision making.
- Provide regional leadership and collaboration with other Central Highlands councils.
- Provide effective lobbying and advocacy to state and federal governments, peak bodies and other authorities.

### 2. Customer service

- Deliver Council services with a strong customer service focus.
- Maintain a strong community engagement strategy.

### 3. Sustainability

- Establish policies to guide sustainable development within Council.
- Implement strategies to move Council to more sustainable energy sources.
- Implement strategies to reduce Council's usage of resources, including water.
- Ensure Council's exposure to climate change and carbon trading risks is minimised through the implementation and annual review of its Risk Management Policy and Framework.

### 4. Financial

- Provision of Council services and projects are programmed within a sound financial strategy.
- Review and enhance financial management and reporting systems to enable sound financial advice to the organisation.
- Review and maintain an asset management system to improve the maintenance of Council's infrastructure.
- Ensure Council's services and operations are consistent with Victorian Government Best Value principles and competitive neutrality requirements.

### 5. Organisation development

- Ensure Council's human resources are appropriately sourced, allocated and managed to develop a positive work culture that delivers on Council's directions.
- Lead the organisation by building and developing an engaged workforce capable of achieving the Council's strategic priorities.
- Position the City of Ballarat as an Employer of Choice to attract and retain quality staff across the organisation.
- Develop and implement strategies and policies within the industrial relations framework and ensure Council maximises benefits emerging from enterprise bargaining initiatives, legislation and Federal Government employment initiatives.
- Ensure that human resource policies and practices provide transparency, honesty and fairness in the management of people.
- Promote learning and growth of individuals, groups and departments that will facilitate change and continuous improvement in the organisation.
- Aim to eliminate all preventable work-related injuries and illness through the systematic management of risks.

### 6. Information technology

- Ensure Information and Systems are secure and available for use by the organisation.
- Ensure all information and systems are secure to protect Council data.
- Ensure Council's Disaster Recovery System minimises the risk to Council's operations and service delivery in the event of a disaster.

## Achievements

### Governance

During 2009-2010 a number of operational strategies were reviewed and adopted by Council, including the Best Value and National Competition guidelines, Risk Management Framework, Crisis Management Plan and the Long Term Financial Strategy. Council also developed strategies to reduce waste and the consumption of energy and water in the delivery of its services.

The Meeting Procedures Local Law was also developed and adopted by Council.

### Systems

A new financial reporting system was scoped and developed during 2009-2010 as well as a complete Human Resources Information System. Information on the municipality's roads, trees, drainage and bus shelters was successfully transferred to the Asset Management System.

### Customer service

The annual Community Perception Survey was undertaken on behalf of the City of Ballarat by the Municipal Association of Victoria and showed significant improvement in the community's overall satisfaction with Council, Council's willingness to engage and consult and Council's commitment to transparent governance.

The customer service centre facilities for the building and planning business units were redeveloped to be more user friendly and to provide a more appropriate meeting space for staff to discuss enquiries with customers.

### Regional leadership

Throughout 2009-2010 Council participated in the development of the Central Highlands Regional Strategic Plan. The Regional Strategic Plan is a clear, concise snapshot of the Central Highlands, of which the City of Ballarat is a central hub, and details the key strengths as well as immediate and long-term challenges facing the region. It will support the existing lifestyle in the region and drive successful development to 2030 and beyond. Council collaborated with other Central Highlands councils in the development of the plan and will continue its strong involvement in the Central Highlands Region and Regional Cities Victoria.

## Challenges

The exploration of alternative energy sources for use in the delivery of Council services was not undertaken as scheduled in 2009-2010 due to a changed emphasis to tackling water and waste issues and developing new initiatives in these areas.

Investigations into 'Green' power showed that the alternative energy supplies were still not financially viable for street lighting.

The finalisation of Council's Staff Development Program was deferred to 2010-2011.

The Councillor Development Program was postponed to allow for research to further identify Councillors' needs.





# Key Performance Indicators

## Meeting the objectives outlined in the Council Plan 2009-2013

The City of Ballarat is required to provide indicators in its Council Plan to help monitor the performance and achievement of the strategic objectives set out by the Councillors. The reporting of performance against these indicators enables the Minister for Local Government to determine if the City of Ballarat has met its set objectives.

## Strategic indicators

In accordance with Section 125(2c) of the Local Government Act 1989 the following strategic indicators were used to monitor the implementation of the actions and achievement of the strategic objectives and goals in the Council Plan.

Strategic indicator	Measure	Target 2009-2010	Actual 2009-2010
Actions commenced that are listed in the "What we will do in 2009-2010" column for each theme in the Council Plan	Percentage	100%	94%
Actions completed that are listed in the "What we will do in 2009-2010" column for each theme in the Council Plan	Percentage	90%	93%
Community Satisfaction Survey	Rating for interaction and responsiveness in dealing with the public	73	70
Community Satisfaction Survey	Rating for Council's engagement in decision making on local issues	58	62
Community Satisfaction Survey	Rating for advocacy and representation on key local issues	65	66
Community Satisfaction Survey	Rating for overall performance generally of the Council	61	64
Operating Budget	Operating result	Maintain a surplus \$25 million was maintained	A surplus of
Capital Budget	Gross capital expenditure	Minimum \$27 million expenditure was \$52.45 million	The gross capital
Working Capital	Assets to liabilities ratio	Minimum 155%	249%
Debt Management	<ul style="list-style-type: none"> <li>Debt to revenue ratio</li> <li>Debt servicing costs to total revenue ratio</li> </ul>	<ul style="list-style-type: none"> <li>Less than 150%</li> <li>Less than 10%</li> </ul>	<ul style="list-style-type: none"> <li>9%</li> <li>1%</li> </ul>
Cash Management	Cash levels require overdraft facilities	Sufficient to not facilities required	No overdraft

Of the 11 indicators Council surpassed the targets in nine areas demonstrating that Council has continued to provide a consistency of service delivered at a high standard.





# GOVERNANCE

## Victorian local government indicators

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

Affordability/Cost of Governance	2009-2010
Average rates and charges per assessment	\$1,410
Average residential rates and charges per assessment	\$1,061
<b>Sustainability</b>	
Average liabilities per assesment	\$697
Operating result per assesment	\$564
Operating result (less asset revaluation increment and developer contributions) per assesment	\$283
<b>Services</b>	
Average operating expenditure per assesment	\$2,392
<b>Infrastructure</b>	
Average capital expenditure per assessment	\$896
Renewal	1:1.03
Renewal and maintenance	1:1.02
<b>Overall performance</b>	
Community satisfaction rating for overall performance	64
<b>Advocacy</b>	
Community satisfaction rating for advocacy and representation on key local issues	66
<b>Engagement</b>	
Community satisfaction rating for engagement in decision making on key local issues	62

## 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 fulfill corporate governance, stewardship, leadership and control responsibilities.

The City of Ballarat's Audit Advisory Committee members during the 2009-2010 financial year were or are currently:

- Mr Graeme O'Rourke (resigned 21 June 2010)
- Mr Bruce Judkins
- Mr Shane Bicknell
- Current Mayor – Cr Judy Verlin
- Cr Noel Perry

The committee met four times during 2009-2010:

- 9 September 2009
- 2 December 2009
- 17 March 2010
- 9 June 2010



Reports considered by the Audit Advisory Committee over the 2009-2010 year were:

Report	Date	Status
Adoption of Annual Accounts for 2008-2009	9/9/09	Completed
Internal Audit Report – Insurance/Risk	9/9/09	Completed
Internal Audit Report – General Ledger Accounting Reconciliations	9/9/09	Completed
Risk Assessment of Council’s Landfills	9/9/09	Completed
Council Community Fund Policy Review	9/9/09	Completed
Internal Audit Contract	9/9/09	Completed
Matrix of Outstanding Items	9/9/09	Completed
Appointment of Chairperson	2/12/09	Completed
Victorian Auditor General’s Office – Management Letter Financial Audit 2008-2009	2/12/09	Completed
Internal Audit Report – Insurance Action Plan Progress Review	2/12/09	Completed
Risk Assessment of Council’s Landfills	2/12/09	Ongoing
Occupational Health and Safety – Progress Report	2/12/09	Completed
Acceptance of Council Policies when logging onto Council Computers	2/12/09	Completed
Information Technology (I.T.) Policies	2/12/09	Completed
Audit Plan 2010	2/12/09	Completed
Schedule of Meetings for 2010	2/12/09	Completed
Matrix of Outstanding Items	2/12/09	Completed
Acceptance of Council Policies When Logging onto Council Computers	17/3/10	Completed
Insurance / Risk – Further Report	17/3/10	Completed
Internal Audit Report – Statutory Planning	17/3/10	Ongoing
Update on Auditor General’s Report on Enforcement of Planning Permits	17/3/10	Completed
Change in Accounting Policy – Revaluation of Artworks, Antiques and Collectables	17/3/10	Completed
December Quarterly Financial Report	17/3/10	Completed
Revised Terms of Reference	17/3/10	Completed
Victorian Auditor General’s Report – Use of Development Contributions by Local Government	17/3/10	Ongoing
Victorian Auditor General’s Report – Tendering and Contracting in Local Government	17/3/10	Completed
Victorian Auditor General’s Report – Vehicle Fleet Management	17/3/10	Completed
Local Government Victoria – Audit Committees – A Guide to Good Practice for Local Government	17/3/10	Completed
Matrix of Outstanding Items	17/3/10	Completed
Acceptance of Council Policies when logging onto Council Computers	9/6/10	Completed
Internal Audit Report – Occupational Health and Safety	9/6/10	Ongoing
Update Human Resources and Payroll	9/6/10	Completed
Internal Audit Report – Asset Management – Local Roads and Footpaths	9/6/10	Completed
Risk Assessment of Council’s Landfills – Update	9/6/10	Ongoing
Internal Audit Report – Local Laws	9/6/10	Ongoing
Internal Audit Report – Rate Revenue	9/6/10	Completed
Internal Audit Report – Photocopier and Printer Contract	9/6/10	Completed
Victoria Auditor General – Fees and Charges	9/6/10	Ongoing
Future Scheduled Audit Committee Meetings	9/6/10	Ongoing
Matrix of Outstanding Items	9/6/10	Completed

## Citizenship ceremonies

During the 2009-2010 financial year Council conducted 12 citizenship ceremonies to naturalise a number of candidates from various countries to become Australian citizens. The ceremonies were held at the Town Hall and the Art Gallery of Ballarat.

## 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 2009-2010 Council hosted 11 civic receptions and events.

Date	Civic Reception/Event
20-8-09	150th Anniversary of the Ballarat Mechanics’ Institute
27-8-09	Lord Mayor of Melbourne
7-9-09	Order of Australia Recipients
2-9-09	North Ballarat Roosters
5-10-09	Presbyterian Church 2009 State Assembly
9-10-09	Dragon Tails – interpreting Australian Chinese Heritage
5-11-09	125th Anniversary of the Art Gallery Association
3-2-10	North Melbourne Football Club
11-2-10	2010 Opening of the Education Year
27-4-10	140th Anniversary of Technical Education in Ballarat
22-6-10	Ballarat/Wimmera National WorldSkills Team 2010



## Local Laws

Local Government is empowered under Part 5 of the Local Government Act 1989 to make Local Laws. As of 30 June 2010 the City of Ballarat had the following Local Laws.

### Community Local Law No. 15

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

The purpose of this Local Law is to:

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

### Saleyards Local Law No. 12

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

The purpose of the Local Law is to:

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

### Meeting Procedures Local Law No. 14 (Revoked on 24 September 2009 – replaced with Local Law No. 16)

Meeting Procedures Local Law No. 14 was effective from 16 May 2006 to 24 September 2009. The purpose of the Local Law was 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.

### Meeting Procedures – Local Law No. 16

Meeting Procedures Local Law No. 16 is effective from 24 September 2009 to 23 September 2019. This Local Law superseded Local Law No. 14. The purpose of the Local Law is to:

- provide for the election of the Mayor;
- regulate the use of the common seal;
- prohibit unauthorised use of the common seal or any device resembling the common seal;
- provide for the procedures governing the conduct of Council meetings and Special Committee meetings; and
- 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](http://www.ballarat.vic.gov.au).

## Information Privacy Act 2000

The City of Ballarat aims to comply with the Information Privacy Act 2000 as well as the Health Records Act 2001. This requires Council to adhere to the ten 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. Two queries were received from external customers requesting information held within Council.

## Risk management

The City of Ballarat is committed to the full integration of risk management practices and protocols into all key Council strategic and operational activities. This will be carried out through the ongoing development of a risk management framework consistent with Australian Standard AS/NZS 4360:2004 Risk Management. The core objectives remain the reduction of risk exposure in the public domain and the protection of city assets. Through a commitment to processes of continuous improvement of risk management strategies and practices, Council has been successful in reducing the incidence of public liability claims and loss and damage to infrastructure.

## Freedom of information

### How many requests did City of Ballarat receive?

Total requests received	24
Personal requests	17
Non-personal requests	7

### What happened?

Full access given	19
Part access given	2
Denied in full	1
Withdrawn	0
Not proceeded with	0
Act does not apply	0
Not processed	0
No documents	0
Released outside the act	0
Not finalised	2

Three internal reviews were conducted. In all instances the original decision was confirmed.

One appeal to VCAT was received and is yet to be finalised.

### The following exemptions and sections were used in decisions on access:

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



## Fees and charges

A total of \$561.60 was collected in FOI application fees.

## Protected disclosures

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

With respect to Section 104(b)-(j) and 105 there was a nil return for 2009-2010. In other words, during the year there were no protected disclosures made to the City of Ballarat.

## Access to Council information

Under Part five 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, 25 Armstrong Street South:

- Details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors under section 74 or 74A of the Local Government Act.
- Details of senior officers' total salary packages for the current financial year and the two previous years including the gross salary, the amount of the Council or employer contribution to superannuation, the value of any motor vehicle provided by the Council and the total value of any other benefits and allowances provided by the Council.
- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three 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 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 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 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 Council.
- A list of contracts valued at \$100,000 or more which 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.







# Grants and Donations

## Funding and support for community groups and organisations

In addition to the day to day provision of services to the community, the City of Ballarat also recognises the importance of supporting and assisting community groups, not-for-profit organisations, clubs and groups to help them to grow and participate in the community. The grants and donations allow these groups to continue providing services, programs, improve facilities or start their programs. The following grants and donations were issued by the City of Ballarat in 2009-2010.

Person or Organisation	Amount \$
1st Mt Clear Scout Group	4,855.45
3BA Christmas Appeal – 2009	500.00
3BA Christmas in July Appeal – 2010	500.00
3rd Ballarat Scout Group	2,180.00
AFL Live Eureka Game Sponsorship	40,000.00
AIBC (Australian Indonesian Business Council) – Gold Sponsorship	5,000.00
Alchemy Community Theatre Inc.	5,000.00
Alexandra Croquet Club	331.00
Allstar Pool Tables – Ballarat Eightball Championships Event Funding	1,500.00
APEX Club of Ballarat	1,900.00
Art Gallery of Ballarat Women’s Association	500.00
Arthur Creative Incorporated – “Paintbox”	550.00
Association of Independent Retirees Ltd.	500.00
Australian Industry Group – B31 Sponsorship	5,000.00
Ballarat African Association – 2009 Eureka Music Festival Sponsorship	6,900.00
Ballarat Agricultural and Pastoral Society Inc.	600.00
Ballarat and District Aboriginal Co-Op – Positive Ageing Grant	500.00
Ballarat and District Aboriginal Co-Op – Connecting Koori Early Years	3,960.00
Ballarat Billiards and Snooker Association	900.00
Ballarat Bridge Club	5,000.00
Ballarat Cancer Research Centre – Sponsorship for 2010 Come to Life Cycling Classic	30,000.00
Ballarat Childcare Co-Operative Ltd	2,000.00
Ballarat City Brass Band	500.00
Ballarat City Senior Citizens	9,000.00
Ballarat Community Circus	2,400.00
Ballarat Community Health Centre Inc. – Beating the Binge Event Funding	3,500.00
Ballarat Deaf Social Club	348.00
Ballarat East Community Men’s Shed	500.00
Ballarat Family Church of Christ – Fishes and Loaves Network	4,400.00
Ballarat Football Club Inc. – 2010 Come to Life Partnership	5,000.00
Ballarat Gardens in Spring	1,500.00
Ballarat Indian Association – Festival of Colours	3,000.00
Ballarat Indian Association Inc. – Positive Ageing Grant	500.00
Ballarat Indian Association Inc. – Festival of Lights Funding	2,500.00
Ballarat Light Car Club Inc. – Begonia Rally Funding	2,686.00
Ballarat Miners – 2009 Season	5,000.00
Ballarat Miners – 2010 Season	12,500.00
Ballarat Miners – Health Living 2009	5,000.00



Person or Organisation	Amount \$
Ballarat Multiple Birth Association	5,056.00
Ballarat Netball Association – Ballarat Pride Uniforms	4,000.00
Ballarat North Salvation Army Community House	500.00
Ballarat North Senior Citizens	5,200.00
Ballarat Polish Seniors Club	870.00
Ballarat Regional Athletic Centre – Sponsor for Ballarat Sports Biz 10km Classic	2,500.00
Ballarat Regional Bowls Association	2,830.00
Ballarat Renewable Energy and Zero Emissions (BREAZE)	500.00
Ballarat Roller Derby	456.00
Ballarat Scenic Cyclists	160.00
Ballarat Sebastopol Cycling Club – Sponsorship for Victorian Schools Cycling Champs	1,500.00
Ballarat Society of Artists	500.00
Ballarat Sport Foundation Inc. – 2009-2010 Major Sponsorship	5,000.00
Ballarat Sports Museum and Hall of Fame – Archiving Records	2,750.00
Ballarat Sports Museum and Hall of Fame – Induction Awards Funding	5,100.00
Ballarat Symphony Orchestra	2,000.00
Ballarat Theatre Organ Society – Club Afternoon	1,155.81
Ballarat Tramway Museum	1,626.36
Ballarat Turf Club – Come to Life Campaign	10,909.09
Ballarat Vocal Arts Association Inc. – Ballarat Idol 2009 Funding	3,200.00
Ballarat Volleyball Association	1,800.00
Ballarat Writers Inc. – Positive Ageing Grant	500.00
Ballarat Writers Inc. – Pure Poetry	1,205.00
Ballarat YMCA	463.64
Begonia Quilters Inc. – Funding “A Festival of Quilts”	1,820.00
BEST Community Development	3,540.00
Bird Observation and Conservation Australia – Ballarat Branch	1,700.00
BRACE Education, Training, Employment	1,251.00
Brown Hill Senior Citizens – Annual Sponsorship	3,000.00
Brown Hill Senior Citizens Auspice – Fashions in Time	500.00
Buninyong Gold King Festival Funding	6,500.00
Buninyong Joint Library Trust	500.00
Buninyong Primary School – Sponsorship for the “Story of Buninyong”	4,650.00
Buninyong Senior Citizens	4,000.00
Calvary Life Assemblies Blue Cross Church	3,730.00
Child and Family Services – (Auspice for Delacombe Community House)	1,800.00
Child and Family Services – Ballarat’s White Ribbon Day Committee	800.00
Child and Family Services – Fostering Art	4,895.45
Children’s Book Council of Australia – Ballarat Regional Branch	1,280.00
Circolo Pensionati Italiani Ballarat	760.00
City Church Ballarat – “Sonrise”	2,600.00
Clunes Show – 129th Annual Show	200.00
Community Action for Youth – Contribution To Support Youth Survival Cards	500.00
Creative Clunes Inc.	327.27
Damascus College – John Foreman Workshop	2,000.00
Deaf Netball Australia Inc.	1,000.00
Eureka Orienteers	1,200.00

Person or Organisation	Amount \$
Fishcare Central Highlands	500.00
Flashdrive Beyond the Classroom Inc.	2,501.00
Friends of the Ballarat Pony Club Inc. – Sponsorship for the Ballarat Horse Trials	1,920.00
Friends of the Ballarat Pony Club Inc. – Sponsorship for the Hire of Items	1,920.00
Futures Coffee House	1,363.64
G Place Inc. – Men’s Shed Tools Purchase	3,127.00
Glad To Be A Kid Playgroup	3,084.00
Golden Voices Choir	500.00
Harmony Cricket Match – Australia Day 2010	551.87
Highlands LLEN Inc. – Career Information Centre – ‘That Place’ January-June 2010	5,000.00
Highlands LLEN Inc. – Career Information Centre – ‘That Place’ July-December 2010	4,545.45
Hockey Ballarat Inc.	500.00
Karden Disability Support Foundation	1,450.91
Kirrit Barreet Gallery Pty Ltd	2,000.00
Lead On Ballarat	1,270.00
Leadership Ballarat and Western Region	20,000.00
Local Government Professionals Inc.	2,000.00
Macpherson Smith Rural Foundation	8,000.00
Marcus Fairbanks Sponsorship	1,000.00
Military History Group Inc. – POW Re-enactment Event Funding	2,500.00
Mount Clear College	2,500.00
North Ballarat Football Club Inc. – Selkirk Rooster 2010 Sponsorship	25,000.00
North Melbourne Football Club Sponsorship	70,000.00
North Melbourne Football Club Sponsorship – 2010 Eureka Game Sponsorship	82,400.00
Orchestra Victoria	5,000.00
Organs of the Ballarat Goldfields	4,000.00
PACT Community Support – (Auspicing Ballarat Community Garden)	1,880.00
Parents Without Partners	1,570.00
Pax Hill Campsite Committee of Management	2,700.00
Pinocchio Community Toy Library	1,500.00
Probus Club of Ballarat – Southern Cross Inc. – Sponsorship of District 9780 Conference	640.00
Probus Club of Ballarat – Southern Cross Inc. – Sponsorship of District 9780 Conference	160.00
Rotary Club of Ballarat – SpringFest	5,000.00
Royal South Street Society – Event Funding	2,727.00
Sebastopol Senior Citizens	5,600.00
Slow Food Ballarat	10,000.00
South Senior Citizens	4,200.00
Space 22	800.00
St John of God Hospital – Medi-Marathon	2,728.00
St Peter’s Church	736.00
Taste – Ballarat Wine and Food Expo 2010	2,500.00
The Ballarat Athletic Club Inc. – Sponsorship for the Ballarat Gift Meeting	50,000.00
The Ballarat Foundation	20,000.00
The Embroiderers Guild of Victoria – Ballarat Branch – Positive Ageing Grant	480.00
The Embroiderers Guild of Victoria – Ballarat Branch – Silver Anniversary Exhibition	500.00
The Salvation Army – (Auspicing Ballarat North Salvation Army Community House)	500.00
The Salvation Army – (Auspicing Companion Club)	310.00



Person or Organisation	Amount \$
Total Girl Soccer Tournament – Event Funding	3,000.00
TV Summer School Project	25,465.00
UB WestVic Academy of Sport Inc.	20,000.00
United Pentecostal Church of Ballarat – Youth with a Vision Enterprise	701.82
United Way – Annual Golf Classic	5,000.00
United Way Community Fund – Annual Sponsorship	20,000.00
University of Ballarat – 2010 Craftsperson Awards	2,727.27
University of Ballarat – Trainee of the Year Sponsorship	1,000.00
University of the Third Age Inc. – Positive Ageing Grant	500.00
University of the Third Age Inc. – Historical Ballarat Written Article	1,808.00
Urquhart Park Primary School – Arts Development	500.00
VECCI – Supporting Partner Regional Business Convention 2010	10,000.00
Victorian Gem Clubs Association Inc.	5,000.00
Wellbeing Wendouree – Connecting: Children’s Anti Depression Program	2,273.73
Wellbeing Wendouree Community Inc. – Picnic in the Park Funding	4,000.00
Wendouree Fire Brigade	2,272.73
Wendouree Senior Citizens	3,500.00
Wendouree West Community Group – “Thursday Thawouts”	960.00
Wendouree West Community House and Learning	240.00
Wendouree West Exodus Community	1,500.00
Western Croquet Club Inc.	250.00
York Street Church of Christ – Eureka Carols Funding	7,500.00
<b>Total</b>	<b>770,209.49</b>





# Memberships

It is important that City of Ballarat staff have access to the most up to date and relevant information, training and industry standards to ensure the best quality services are delivered to the community. The City of Ballarat subscribes to a broad range of industry organisations and information services, as outlined in the table below.

Vendor	Summary of services provided during the year	Amount \$
AIBS – Australian Industry of Building Surveyors	Five annual memberships/accreditations	1,094.00
AMQ International Pty Ltd	Annual subscription to strategic asset management	150.00
Australia Japan Society of Victoria	Annual membership fee for 2010 – large enterprise membership	400.00
Australian Business Online	Eureka Centre – One year directory listing	98.00
Australian Computer Society Inc.	Affiliate membership subscription fees x 2	640.00
Australian Indian Business Council	Corporate membership	210.00
Ballarat Tourist Association	Annual membership	135.00
BGANZ – Botanic Gardens Australian and New Zealand Inc.	Membership provides opportunities for information exchange, advocacy, development and grant opportunities and the benefits derived from national conferences and exhibitions.	350.00
Building Designers Association Victoria (BDAV)	Corporate membership	432.00
Central Highlands Community Legal Centre Inc.	Education/prevention/services for Central Highlands residents for law services.	15.00
Central Victoria Greenhouse Alliance	Annual membership fees	3,000.00
Choice	Annual subscription to Choice	120.00
Committee for Ballarat	Committee for Ballarat gives you a voice in directing the future of Ballarat and securing sustainable prosperity for generations to come.	20,000.00
Community Action for Youth	Organisational membership	70.00
CPA Australia	Annual membership for 2009-2010	795.45
Economic Development Australia	Three memberships – provides professional development and information on ways to develop economies in the local government context.	1,200.00
Employee Added Extras (EAE)	Registration and access fees (500 employees)	3,500.00
Environmental Health Australia	Victorian membership subscription x 3	960.00
History Teachers' Association of Victoria	Annual membership	255.00
ICLEI Local Governments for Sustainability	Cities for Climate Protection participation fee for partner level and annual membership	2,250.00
Institute for Information Management Inc.	Membership provides professional development opportunities, information resource materials, conferences and exhibitions, member special interest groups, networking, and knowledge sharing.	225.00
Institute of Public Works Engineering Australia	Six general memberships for 2010	1,000.00
International Council for Local Environmental Initiatives Australia/New Zealand Ltd	Local governments for sustainability annual membership.	1,680.00
Irrigation Association of Australia	Annual membership for 2009-2010	500.00
Keep Australia Beautiful	Annual membership for 2009-2010	500.00
Livestock Saleyards Association of Victoria Inc.	Membership subscription fees for 2009-2010	13,688.52
Local Government Finance Professionals (FinPro)	Annual corporate membership	540.00

Vendor	Summary of services provided during the year	Amount \$
Local Government Employee Services	Level four membership	740.00
Meeting and Events Australia	Membership fees	460.00
Municipal Works Officers Association of Victoria	17 general memberships	1,309.00
Municipal Association of Victoria	Council's membership of LGICT Committee for 2009-2010	3,547.00
Municipal Association of Victoria	Councillors' MAV Subscription for 2009-2010	38,231.22
National Library of Australia	Annual subscription for the Art Gallery of Ballarat	50.00
National Saleyards Quality Assurance Inc.	Membership subscription fees for 2009-2010	425.00
NDS Ltd	National Disability Services – Kohinoor Centre	669.00
Our Community Pty Ltd	Yearly subscription for Our Community grant notification	300.00
Parking Association of Australia Inc.	Corporate membership	400.00
Pathway Local Government User Forum Inc.	2009-2010 Public Sector User Forum subscription	1,430.00
Planet Footprint	Measure, benchmark and improve your financial and environmental performance.	4,150.00
Planning Institute of Australia	The Planning Institute of Australia (PIA) is the professional association and national peak body for people involved in planning and related fields.	279.00
Public Galleries Association of Victoria	Annual membership	500.00
Records Management Association of Australasia	Provides access to records management best practice and associated activities.	878.92
Safety Institute of Australia	Annual membership x 2	250.00
Saleyards Operators Australia	Annual membership for 2009-2010	300.00
School Crossing Victoria Inc.	Annual membership	200.00
Sovereign Hill	Corporate membership of Sovereign Hill	665.00
Stage Whispers Performing Arts Magazine	Bi-annual magazine subscription	70.00
TaxEd	Annual Membership for Staff Training 2009-2010	813.64
The Playground and Recreation Association of Victoria	Annual membership fees	250.00
Theatre Heritage Australia Inc.	"On Stage" magazine subscription (quarterly)	75.00
Thomson Reuters (Professional)	FBT software subscription	604.55
Tourism Alliance Victoria Inc.	Regional tourism organisational membership	770.00
Toy Library – Pinarc Support Services	2010 annual membership	150.00
VECCI	Gold membership for B31 Ballarat Business Month	3,000.00
VECCI	Provision of employment advice and services	9,285.09
Vic ICT for Women	10 annual corporate memberships	1,000.00
Vicsport	Vicsport industry associate membership	250.00
Victorian Association of Performing Arts (VAPAC)	VAPAC full membership	900.00
Victorian Local Governance Association	Receive VLGA regular email updates and quarterly print bulletin. Access to member discounts at Local Government Leadership and Learning Centre online courses and face-to-face workshops.	17,600.00
Victorian Meals on Wheels Association	2009-2010 membership	80.00
Volunteering Victoria Inc.	Level two membership	70.00
Waste Management Association of Victoria	Association membership	749.00
Young Tourism Network	Three annual memberships	240.00
<b>Total</b>		<b>144,499.39</b>



# 2009-2010 Performance Statement

Section 132 of the Local Government Act (LGA) requires the City of Ballarat to report on its performance against the targets and measures for the Key Strategic Activities specified in the Budget [Section 127 2(d) of LGA] for the 2009-2010 financial year. The measures used were the key performance indicators in the State Government's Annual Local Government Community Satisfaction Survey.

The attached table provides details of the targets and measures used, the satisfaction target rates that were set for each of them for 2009-2010 and the actual results that were achieved.

Key Strategic Activity	Performance Measure	How Data is Reported	09 Baseline	09/10 Target	09/10 Actual	Target Met/ Not Met	Reasons for not meeting targets
<b>Growth and Development</b>							
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for local roads and footpaths	Annual Community Satisfaction Survey	55	57	56	Not Met	Whilst some improvement was noted, residents felt that there was still an issue with too many footpaths having uneven surfaces and that roadside verges could be more frequently slashed.
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for traffic management and parking facilities	Annual Community Satisfaction Survey	52	55	52	Not Met	There has been no change in the score between 2009 and 2010 indicating that residents still believe there needs to be more parking facilities closer to shopping and business centres and improvement is required in traffic flow.
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for the appearance of public areas	Annual Community Satisfaction Survey	63	65	65	Met	
Ensuring appropriate development occurs in the community	Community satisfaction rating for town planning policy and approvals	Annual Community Satisfaction Survey	53	53	55	Met	
Providing waste services that are environmentally sustainable	Community satisfaction rating for waste management	Annual Community Satisfaction Survey	70	70	67	Not Met	The community still has issues with the non provision of green waste and hard waste collections and believes that tip fees are too high.

Key Strategic Activity	Performance Measure	How Data is Reported	09 Baseline	09/10 Target	09/10 Actual	Target Met/ Not Met	Reasons for not meeting targets
<b>People and Communities</b>							
Providing quality community services	Community satisfaction rating for health and human services	Annual Community Satisfaction Survey	72	75	73	Not Met	Whilst some improvement was noted it was felt that there should be better support services for minority and disadvantaged groups, the quality of home care could be improved and provide more resources and longer opening hours for maternal and child health services.
Providing quality recreational facilities	Community satisfaction rating for recreational facilities	Annual Community Satisfaction Survey	66	68	71	Met	
<b>Destination and Connections</b>							
Providing economic development services	Community satisfaction rating foreconomic development	Annual Community Satisfaction Survey	55	57	58	Met	
Providing a safe environment for the community	Community satisfaction rating forenforcement of local-laws	Annual Community Satisfaction Survey	63	64	64	Met	
<b>Managing our Business</b>							
Improving community relationships	Community satisfaction rating for interaction and responsiveness in dealing with the public	Annual Community Satisfaction Survey	71	73	70	Not Met	From a customer service perspective the community has some issues regarding Council's lack of follow up or length of time to respond on matters. Some respondents also complained of a rude tone or lack of interest from the officer.
Engagement of community in decision making on local issues	Community satisfaction rating for Council's engagement in decision making on local issues	Annual Community Satisfaction Survey	56	58	62	Met	



Key Strategic Activity	Performance Measure	How Data is Reported	09 Baseline	09/10 Target	09/10 Actual	Target Met/ Not Met	Reasons for not meeting targets
Strengthening advocacy processes	Community satisfaction rating for advocacy and representation on key local issues	Annual Community Satisfaction Survey	63	65	66	Met	
Improving community perceptions	Community satisfaction rating for overall performance generally of the Council	Annual Community Satisfaction Survey	59	61	64	Met	
Improving community perceptions	Community satisfaction rating for overall performance in key service areas and responsibilities of the Council	Annual Community Satisfaction Survey	61	63	62	Not Met	Although the score improved on last year the significant decline for waste management would have brought down the overall score and hence it missed the target by one point.

## General interpretive analysis of performance results for 2009-2010 financial year

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

### Actual performance achieving target or better:

- Appearance of Public Areas
- Town Planning Policy and Approvals
- Recreational Facilities
- Economic Development
- Enforcement of Local Laws
- Council's engagement in decision making on local issues (Community Engagement)
- Council's advocacy and representation on local issues (Advocacy)
- Overall Performance Generally of Council

### Actual performance within one percentage point of target:

- Local Roads and Footpaths
- Overall Performance in Key Service Areas and Responsibilities

### Actual performance within two percentage points of target:

- Health and Human Services

### Actual performance within three percentage points of target:

- Waste Management
- Traffic Management and Parking Facilities
- Interaction and responsiveness in dealing with the public (customer contact)

### Actual performance matched or bettered the actual performance in 2008-2009:

- Overall Performance
- Advocacy
- Community Engagement
- Health and Human Services
- Local Roads and Footpaths
- Appearance of Public Areas
- Town Planning Policy and Approvals
- Recreational Facilities
- Traffic Management and Parking
- Economic Development
- Enforcement of Local Laws
- Key Service Areas and Responsibilities

The results for 2010 have improved significantly when compared to those for 2009 in that the results for all of the indicators were within three points, equalled or bettered the targets as opposed to 12 of the 14 which were within four points, equalled or bettered the targets in 2009.

Also with regard to the indicators immediately above a number improved by a significant amount compared to their results for 2009. Details are as follows:

- Community Engagement: +6
- Overall Performance: +5
- Recreational Facilities: +5
- Advocacy: +3
- Economic Development: +3

The improved figures for community engagement and advocacy are no doubt due to the current Council's resolution in its first year of office to have better engagement and interaction with the community and these results reflect the fact that this commitment is being delivered. The result for Recreational Facilities reflects the work undertaken as part of the Sports Precincts Strategy to preserve the playing surfaces of a number of sports grounds and keep facilities operating despite the severe drought conditions that have affected Ballarat over the past 5 years. The good result for Economic Development is no doubt due to the increased support Council has provided to the business sector through running the Ballarat Industry Participation Program, the Regional Industry Link and the Tenderwrite Program together with the much anticipated release of the new Economic Strategy.

The result for town planning policy and approvals was pleasing and could be attributed to the development of the new Municipal Strategic Statement that would provide better guidance for land development and the continuing work on heritage issues which culminated in the development of the Preserving our Heritage Strategy.

The Waste Management rating dropped from 70 to 67, the only indicator to have a significant decrease in 2010. A possible reason for such a result is that the community remains concerned that Council has not introduced hardwaste and greenwaste collections and is unsure of Council's future proposals in this area.

The Health and Human Services indicator, although improved on its previous year's figure by one point, did not reach its target and this could be explained by the community being concerned at the availability of home care and delivered meals and the limited hours and resources for maternal and child health services.

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

Council and the Leadership Team have also analysed the feedback provided by respondents to the survey and used it to identify priority areas for 2010-2011.



**COUNCIL APPROVAL OF THE PERFORMANCE STATEMENT**

In our opinion, the accompanying performance statement of the Ballarat City Council in respect of 2009/2010 financial year is presented fairly in accordance with the Local Government Act 1989.

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

As at the time of signing, we are not aware of any circumstance which would render any particular in the statement to be misleading or inaccurate.



.....  
Judy Verlin  
Councillor  
Ballarat  
Dated: 8<sup>th</sup> September, 2010



.....  
Craig Fletcher  
Councillor  
Ballarat  
Dated: 8<sup>th</sup> September, 2010

**INDEPENDENT AUDITOR'S REPORT****To the Councillors, City of Ballarat***The Performance Statement*

The accompanying performance statement for the year ended 30 June 2010 of the City of Ballarat which comprises the statement, the related notes and the Council Approval of the Performance Statement has been audited.

*The Councillors' Responsibility for the Performance Statement*

The Councillors of the City of Ballarat are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the performance statement that is free of material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

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

This auditor's report relates to the performance statement published in both the annual report and on the website of the City of Ballarat for the year ended 30 June 2010. The Councillors are responsible for the integrity of the website. I have not been engaged to report on the integrity of the website. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited performance statement to confirm the information included in the audited performance statement presented on the City of Ballarat website.



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Victorian Auditor-General's Office

## Independent Auditor's Report (continued)

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

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

This auditor's report relates to the financial report and standard statements published in both the annual report and on the website of the City of Ballarat for the year ended 30 June 2010. The Councillors of the City of Ballarat are responsible for the integrity of the website. I have not been engaged to report on the integrity of the website. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on the City of Ballarat website.

### Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

### Auditor's Opinion

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of the City of Ballarat as at 30 June 2010 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), and the financial reporting requirements of the *Local Government Act 1989*.
- (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 comply with the requirements of the *Local Government Act 1989*.

MELBOURNE  
10 September 2010

  
D D R Pearson  
Auditor-General

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Level 24, 35 Collins Street, Melbourne Vic. 3000  
Telephone 61 3 8601 7000 Facsimile 61 3 8601 7010 Email comments@audit.vic.gov.au Website www.audit.vic.gov.au

Auditing in the Public Interest

## National Competition Policy Compliance: 2009-10

### Certification by Chief Executive Officer

Ballarat City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2009 to 30 June 2010, in accordance with the requirements outlined in *National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy, December 2008 (2008 Statement)* as set out below:

<b>A. Trade Practices Compliance</b> <i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i>	Compliant
<b>B. Local Laws Compliance</b> <i>State whether the Council is compliant or non-compliant. List any local laws made or remade during 2009-10 which impose a restriction on competition:</i> - -	Compliant
<b>C. Competitive Neutrality Compliance</b> <i>State whether the Council is compliant or non-compliant for all significant businesses. List any significant businesses that are non-compliant:</i> - -	Compliant

I certify that:

- a) this statement has been prepared in accordance with the 2009-2010 National Competition Policy reporting guidelines, which is pursuant to the 2008 Statement; and
- b) this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



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

Date: 10 August 2010





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