

# 06-07. ANNUAL REPORT



*The City of Ballarat is striving  
to protect nature, conserve resources  
and promote sustainability.*

ACHIEVING BLUEPRINT BALLARAT





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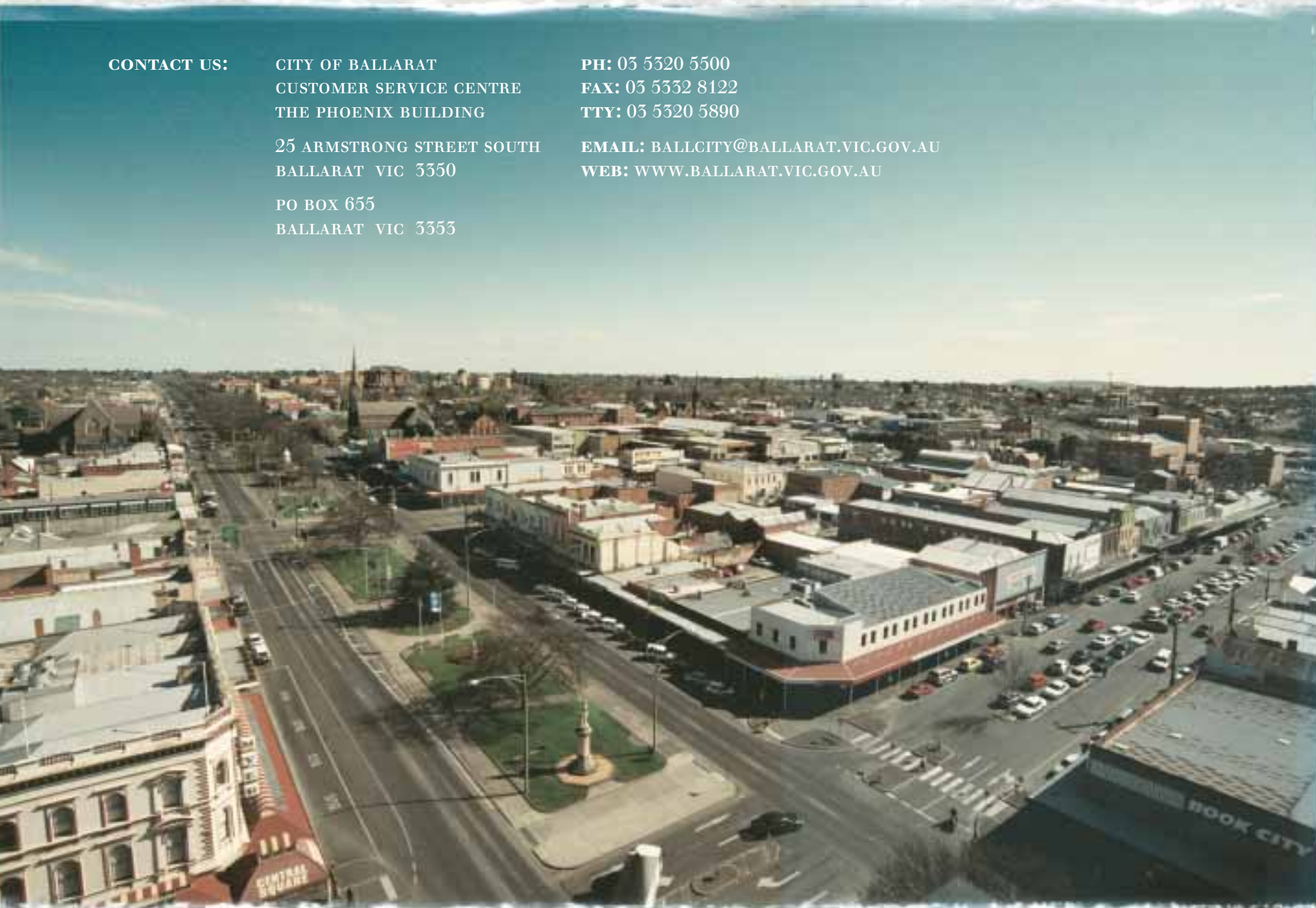
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# ANNUAL REPORT AIMS & INTENTIONS

THE CITY OF BALLARAT IS COMMITTED TO TRANSPARENT REPORTING OF ITS BUSINESS ACTIVITIES AND THIS ANNUAL REPORT HIGHLIGHTS NOT ONLY COUNCIL'S OVERALL ACHIEVEMENTS, BUT ALSO ITS CHALLENGES.



**In 2005, the City of Ballarat concluded the most comprehensive community planning and consultation exercise Ballarat had undertaken in over a decade, resulting in Blueprint Ballarat, an outline of the community's hopes and desires for Ballarat until 2030.**

The Council Plan 2006-2011 continues Council's work in achieving its strategic priorities as outlined in Blueprint Ballarat.

The Annual Report 2006-2007 reports on Council's efforts in achieving the objectives set out in the Council Plan, as well as its success in tackling a number of political and environmental issues. The 2006-2007 financial year was marked by drought, with the Ballarat region enduring its tenth consecutive year of below average rainfall. Council's response to the dramatic environmental conditions and its efforts to improve sustainable practices across its organisation and community are reflected in this Annual Report.

With the Council Plan and Blueprint Ballarat as guides, Council's 27 business units delivered on its existing high-quality services to the community and maintained and invested in new infrastructure and projects, including further work on Lake Wendouree, continuing the upgrades of the city's entrances and the successful staging of the 10th World Conference of Historical Cities.

The 2006-2007 Annual Report is presented in three main sections: Section one: Our Ballarat;

Section two: Our Successes and Challenges; and Section three: Our Business and Financial Position.

Section one of the Report provides a snapshot of Ballarat and of the organisation. It highlights some of the organisation's key achievements and informs of Council and its organisational structure. It also touches on some of the challenges Council sees for the future.

Section two reports on the eight Blueprint Ballarat and Council Plan categories – Our People; Our Services and Infrastructure; Our Jobs and Investment; Our Health and Resilience; Our Learning and Knowledge; Our Environment and Heritage; Our Connections; and, Managing Our Business. Each category lists its relevant strategic objective, strategic priorities from Blueprint Ballarat and Council Plan, key performance indicators from the Council Plan and the specific projects needed to achieve the Council Plan and Blueprint Ballarat goals.

Section three fulfils Council's statutory reporting obligations. It contains audited financial statements, an audited performance statement and all information required under the 'Local Government Act 1989' and other legislation.

The City of Ballarat is committed to transparent reporting of its business activities and this Annual Report highlights not only Council's overall achievements, but also its challenges. During 2006 Council implemented a more rigorous reporting system

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

**The City of Ballarat's Annual Report 2006-2007 is available online at [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au)**



# 01. OUR COMMUNITY



*Ballarat will be a confident, outward-looking city,  
as proud of its heritage as it is ambitious for the  
prosperity and wellbeing of its people;*

## **Traditional Ownership**

The Ballarat municipality is part of an area of land under the traditional custodianship of the Wathaurong tribe. Over many centuries the Wathaurong people lived in an area that stretched from Ballarat to Victoria's southern coastal area near Lorne, to the Werribee River. Today, approximately 600 Wathaurong descendants live in the Ballarat area.

## **Population**

Ballarat is one of the nation's largest inland cities and the third largest city in Victoria. Its current population is 88,968. It is predicted that by 2031 Ballarat will have a population of 111,319.

## **Ageing population**

As in the rest of Victoria, Ballarat's population is ageing and will continue to do so. This has significant implications for Council and the community in regard to the services, jobs, the type of residential accommodation provided, as well as Ballarat's social mix.

## **Workforce participation and skills**

Ballarat's labour force comprises professionals at 18.1 percent, intermediate clerical, sales and service workers at 16.7 percent, trades people and related workers at 13.2 percent, associate professionals at 11.9 percent and elementary clerical, sales and service workers at 11.5 percent. As is the case in many other regional cities, Ballarat needs to find ways to overcome skill shortages in the workforce. Initiatives such as the Migrant Attraction and Retention Strategy, Ballarat Migration Project

and the Committee for Ballarat's Workforce Participation and Skills Taskforce are ways Ballarat is trying to overcome these challenges.

## **Education**

Ballarat offers an extensive range of quality public and private education options, with 41 primary schools and 15 secondary schools in the municipality, and two tertiary institutions, the University of Ballarat, including the Ballarat School of Mines campus, and the Australian Catholic University (Aquinas Campus). Life long learning is also encouraged through a network of community-based learning organisations.

## **Community events and participation**

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

## **Australian-born population**

More than 87 percent of Ballarat's population was born in Australia. This percentage is higher than both the non-metropolitan and state averages. Ballarat citizens recognise the significant role multiculturalism can play in the community and are working to make Ballarat more culturally diverse.





# 01 ■ OUR COMMUNITY



## Affordable housing

The median house and land price in Ballarat (REIV figures – March 2007) is \$212,000 compared to the median price in Melbourne of \$380,000.

## Tourist destination

Ballarat is one of Victoria's premier tourist destinations. Visitors come to Ballarat for its gold and architectural heritage, parks and gardens, art and cultural activities and a range of events. It is also a gateway to western Victoria. Approximately 1.8 million people visited Ballarat in 2006-2007.

## Climate

Because of its elevation at 450 metres above sea level, Ballarat enjoys four distinct seasons. In January, Ballarat's

mean daily temperature is 25 degrees. The mean daily temperature for July is 10 degrees.

## Connection

Four main highways intersect in Ballarat – the Western, Midland, Glenelg and Sunraysia – and connect it to Melbourne, Adelaide, regional cities such as Bendigo, Mildura, Geelong and Portland, and agricultural areas in the Mallee and Wimmera.

## A regional hub

The Ballarat-Melbourne rail and coach link provides a quality service to visitors and commuters. Ballarat is also an important regional hub in Victoria's transport network with the Western Freeway, Midland, Glenelg

and Sunraysia Highways servicing all parts of the state.

## Medical services

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

## Water challenges

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



All statistics are current at the time of publication. They have been provided by various City of Ballarat business units.





# 01 MAYOR'S MESSAGE



“ON BEHALF OF THE CITY OF BALLARAT COUNCILLORS I AM PLEASED TO PRESENT THE 2006-2007 ANNUAL REPORT, WHICH RECORDS A PARTICULARLY REWARDING YEAR FOR BALLARAT, WITH OUR BEAUTIFUL CITY PLAYING HOST TO A NUMBER OF HIGH PROFILE NATIONAL AND INTERNATIONAL EVENTS.”



Cr David Vendy

THIS ANNUAL REPORT IS A REFLECTION OF THE COMMITMENT AND UNFAILING PROFESSIONALISM OF THE CITY OF BALLARAT STAFF, MANAGEMENT AND COUNCILLORS.

In October 2006, Ballarat's history sprang to life with the inaugural Heritage Festival, the commencement of the Ballarat Treasures Register process and the staging of the 10th World Conference of Historical Cities.

These three events, all aimed at celebrating Ballarat's outstanding built and cultural heritage, were the result of a renewed focus on managing, protecting and maintaining our history; a key direction for Council.

As well as providing opportunities for our community to celebrate its heritage, Council reviewed and restructured the Ballarat Heritage Advisory Committee. The Committee now has broader representation, including University of Ballarat, Commerce Ballarat, Heritage Victoria, REIV, National Trust, Conservation Volunteers, Tourism Victoria, government departments and community representatives. The Committee has already assisted Council in developing strategy and policy and assisted in the Ballarat Treasures Register process.

A major highlight of the year was Ballarat's opportunity to host the 10th World Conference of Historical Cities, where for four days leaders of some of the world's oldest and most renowned cities shared insights, discussed common issues and celebrated how heritage enriches our daily lives. It is with great pride that I can pass on the many compliments from our international guests who enjoyed our comparatively young city's beauty and the friendliness and professionalism of our staff and community.

Staging world class events has become a habit of our city, which in August 2006 staged the Australian Cycling Grand Prix and in January 2007, the coveted Australian Open Road Cycling Championships. These two events herald Ballarat's return as a prime cycling destination. The Australian Open Road Cycling Championships was quickly followed by Ballarat's famous Begonia Festival, which of course took on a new direction as the city came to grips with the tenth consecutive year of below average rainfall.

The revised Begonia Festival was a prime example of Ballarat's pragmatic determination to make the best of every situation. The worst drought in recorded history would have been a major hurdle for many festivals, but not in Ballarat. The Festival's variety ensured the environmental conditions could be embraced, at a time when climate change was the most talked about subject in the nation.

The Festival was only one of Council's many services to be impacted by ongoing drought. As the community rallied and found ever more innovative ways to reduce water consumption, Council worked with community and sporting groups to address the impacts on sporting grounds, leisure activities, parks and gardens. Lake Wendouree dried for the first time in a lifetime and Council took the opportunity to undertake major works and upgrades. Lakes Burrumbeet and Learmonth were the subjects of revised master plans and Council worked closely with Central Highlands Water and took every opportunity

to lobby both levels of government to secure a long term solution for Ballarat's future water supply.

Building a sustainable community has been a Council priority for a number of years and is a key direction in Blueprint Ballarat. However never has it been more critical for local government to take a lead in efforts to reduce our impact on our environment, address climate change and put in place sustainable growth policies. I believe climate change and the challenge of building a sustainable community to be the greatest issue facing our country and I am pleased that Council has not shied away from this challenge as we strive to achieve the community's vision for Ballarat in 2030.

This Annual Report is a reflection of the commitment and unfailing professionalism of the City of Ballarat staff, management and Councillors. I thank them all for their hard work and dedication to the community of Ballarat.

CR DAVID VENDY  
Mayor  
City of Ballarat





# 01 CHIEF EXECUTIVE OFFICER'S MESSAGE



“THE 2006-2007 FINANCIAL YEAR BROUGHT MANY CHALLENGES AND SUCCESSES FOR THE CITY OF BALLARAT. UNPRECEDENTED LEVELS OF DROUGHT AND EXTREME WEATHER PATTERNS PLACED STRAIN ON OUR MANY RECREATION FACILITIES, INFRASTRUCTURE, PARKS, GARDENS AND DRAINS.”



CEO Richard Hancock



Council worked closely with the community to look for innovative water saving options, alternative water sources, new and more efficient infrastructure and together Ballarat and its surrounding communities have tackled the situation with determination and optimism.

I believe the current climatic conditions provide a great opportunity for those communities that are positive, brave and open to new ways of thinking. Council has made a conscious decision to take a lead role in the discussion and dissemination of information relating to climate change and water. All aspects of our business have been audited for water and energy savings. Capital works projects are measured against their impact on the environment, where possible Council has moved fleet to smaller, more fuel efficient vehicles, and Council has assisted the community to make lifestyle changes.

At the start of summer Council released a document, *The Summer Ahead*, that spelt out the impacts of drought on our city and its assets, the higher risk of fire that comes with climate change, as well as the greater likelihood of floods and high winds. Council sponsored a special screening of the informative documentary *An Inconvenient Truth* and in March released its draft Environmental Sustainability Strategy.

Creating a sustainable city is a key goal of Council. This commitment was aided by Council's rigorous performance reporting system, which was reviewed and improved during 2006-2007, the consolidation of the Long Term Financial Plan, and the

consolidation of the Blueprint Ballarat Community Committee.

By working with the Blueprint Ballarat Community Committee, Council has been able to deliver on a number of key Blueprint objectives, including the finalisation, with key partners, of the Road Transport Strategy, the development and launch of a destination brand and subsequent marketing campaign, the review of a long term events strategy and the development of a comprehensive lobbying document in the lead up to the federal election. These projects have complemented the ongoing efforts around delivering a large and growing capital works program, migrant attraction and retention, implementing the Economic Development Strategy, robust financial management and improving Council's heritage and planning frameworks.

Along with sustainability, heritage issues topped Council's agenda last year. After reviewing its heritage planning and protection frameworks, Council reviewed its Heritage Advisory Committee, significantly broadening its skill base and actively engaged with the community regarding heritage matters.

Of course there were also the very successful heritage events, including the inaugural Heritage Weekend, where many of Ballarat's iconic buildings and landmarks opened their doors to the general public, and the prestigious 10th World Conference of Historical Cities. Ballarat was on show to the world as it hosted the international conference, the first in the Southern Hemisphere. Leaders and dignitaries, policy setters

and decision makers from many of the oldest cities in the world came together in Ballarat, providing a once in the lifetime opportunity for Australian community leaders and heritage advisors to learn first-hand successful policy and preservation techniques from cities much older and more experienced than any in Australia.

Ballarat's international connections were strengthened with Council heading a prominent business delegation to India. The six-member delegation included Ballarat business, education and local government representatives who met potential investment partners in Chennai, New Delhi and Mumbai.

These were just some of the highlights during what was a very successful year where the organisation consolidated and grew from the significant work undertaken the previous years in the areas of financial management, continuous improvement and strategic planning. The report on the following page provides a snapshot of Council's strong, sustainable financial position, which is outlined in detail in the Financial section of this Report.

RICHARD HANCOCK  
Chief Executive Officer  
City of Ballarat





# 01. FINANCIAL SUSTAINABILITY

The City of Ballarat is a \$120 million business, with 27 business units delivering over 100 services to the community, including a capital budget of at least \$30 million (gross), while maintaining over \$800 million worth of assets.

Council continues to deliver the five year Budget set out in 2005-2006, which is within the parameters of a Long term Financial Strategy. Coupled with a rigorous performance reporting system, this strategic approach has seen unprecedented levels of capital works, a greater appreciation within the community as to where rates are allocated and a clear sense of direction.

## Overall Financial Position

Since the inception of the Council's first five year budget, developed for the 2005/2006 financial year, the Council each year has recorded positive financial results whilst delivering over 100 services and delivering in excess of a \$30 million capital works program.

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

At the end of the 2006/2007 financial year Council achieved or bettered all the financial indicators set out in the 2006/2007 budget documentation.

The strong cash position will enable Council to enhance the organisation's financial position through the use of additional funds either to pay off debt ahead of schedule and/or to allocate additional funds for future capital works programs.

## Financial Performance

Council's operating surplus for the 2006/2007 financial year was \$10.555 million compared to the forecast position of \$5.033 million. The improved result being due to increased revenue relating to the growth of the municipality, increased revenue from fees, the improved investment of surplus cash resulting in additional interest earned on investments totalling approximately \$0.300 million, and the profit achieved of \$0.518 million relating to the sale of surplus assets.

The improved revenue position was enhanced by the reduction in forecast expenditure of approximately \$1 million.

The enhanced financial position gives Council the ability to retire additional debt and/or set aside additional funds to bring forward future capital works programs. The improved financial performance achieved during 2006/2007 will allow Council to tackle additional financial issues in advance of the five year budget that has been put in place.

## Cash Flow

Council completed the 2006/2007 financial year with a cash balance of \$31.1 million. Of this \$7.1 million related to additional funds received in 2006/2007 that related to the operations of Council for the 2007/2008 financial year, and represented funds available to complete projects that were unfinished at the end of June 2007.

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

## Balance Sheet

In addition to the improved operating surplus, Council has improved its balance sheet position. Total assets have increased to \$911 million dollars whilst total liabilities have decreased during the same period to a total of \$33 million. Council has been able to increase cash reserves held partly through the reduction in trade receivables for the period, totalling approximately \$3.5 million. Trade payables during the same period have been reduced by \$1 million compared to June 2006.

During the 2006/2007 financial year Council has maintained debt levels at \$16.998 million dollars.

## Future

With the introduction of Council's five year budget for the 2005/2006 financial year, Council has been subject to continuous improvement partly to reduce operating costs to provide additional funds for major projects. This has continued through 2006/2007. The strong financial performance during 2006/2007 will enable Council to bring forward the projected five year budget during the 2007/2008 financial year. Council will continue to ensure its long term financial position remains strong.

## OUR MUNICIPALITY



The municipal district of the City of Ballarat (historical spelling) was first created in 1856, followed shortly by the creation of the City of Ballarat East in 1857. These two municipalities merged in 1921 to form the City of Ballarat. The City was surrounded by the Borough of Sebastopol and the Shires of Buninyong, Grenville, Bungaree and Ripon.

The present City of Ballarat was created by an Order of Parliament on 6 May 1994 under the Victorian Local Government Act and is the

amalgamation of the previous Shire of Ballarat, City of Ballarat, the Borough of Sebastopol, and parts of the Shires of Bungaree, Buninyong, Grenville and Ripon.

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





# 01. OUR VISION



## Our Mission

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

## Our Values

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

## The Blueprint Ballarat vision for 2030:

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

## By 2030:

- Ballarat will be a confident, outward-looking city, as proud of its heritage as it is ambitious for the prosperity and wellbeing of its people;
- Ballarat will be a leader in its management of the natural environment;
- Ballarat's management of its built environment will be regarded as a model for the skill with which it redeploys heritage buildings to worthwhile new uses;
- Ballarat will regard its history as a precious repository of lessons on how to better meet contemporary challenges;
- New industries, new transport links and targeted migration will have helped to boost the population across the whole region;

- Promoting itself as a Learning Community, Ballarat will have created a culture of learning and training that offers everyone in the community opportunities to develop new skills and interests throughout life;
- Knowing how much they have always had to rely on each other for their wellbeing and survival, the people of Ballarat will understand that sustainable prosperity only comes when everyone in the community shares it; and
- Above all, Ballarat will be a resilient, self-reliant city that draws confidence, energy and ideas from its own traditions and from the capacities of its own community.

## Working towards the vision

Significant progress has been made in achieving the vision outlined in Blueprint Ballarat. During the 2006-2007 financial year the Blueprint Ballarat Community Committee established its charter, setting clear guidelines around Council's responsibilities under Blueprint and those of the community. This important piece of work has assisted Council in focusing its resources where it can best add value.

For a number of years Council has considered its performance in the context of its social, environmental and economic impact. However, the current climatic conditions have brought the need to plan for sustainable growth into sharp relief. Blueprint Ballarat has sustainability at its core and Council, with its community, is confident that

Blueprint provides an appropriate, relevant and sustainable road map for Ballarat's future. Consequently, each of Council's Blueprint Ballarat projects is planned, implemented and evaluated with the goal of building a sustainable community.

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

## Our challenges

Blueprint Ballarat acknowledges that the municipality will face its share of challenges over the coming years and addresses ways to accommodate and overcome them.

Environmental issues such as drought; population concerns including an ageing workforce; growth rate and housing; planning for future development; and finding alternative income/funding options are all future problems that Council is addressing now.

A major component of Council's resources is dedicated to planning for these future challenges, and researching alternative ways to cope with and overcome these issues.





# 01 OUR COUNCIL

COUNCIL IS RESPONSIBLE FOR THE ORGANISATION'S DIRECTION AND OVERSEEING ITS PERFORMANCE ON BEHALF OF THE BALLARAT COMMUNITY.

Ballarat City Council is divided into nine municipal electorate wards with one councillor elected to represent each ward. Councillors are elected for a four-year term unless as the result of a by-election.

Council is a public statutory body constituted under the 'Local Government Act 1989'. The Act determines the purposes and objectives of Council and defines a number of functions and powers which Council is required to undertake.

Council is responsible for the organisation's direction and overseeing its performance on behalf of the Ballarat community. During 2006-2007 ordinary Council meetings were held on the fourth Wednesday of the month. On the second Wednesday of the month for the period August 2006 to April 2007 Council held its Planning and Development Special Committee meetings to specifically consider planning and development applications and matters. These meetings ceased after April 2007 and the second Wednesday of the month reverted back to an ordinary Council meeting. Therefore from April to June 2007 there were two Council meetings in the month.

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 each month to discuss the matters to be placed on the agenda for a Council Meeting.

## Wendouree Ward

Cr David Vendy (Mayor Nov 2005-Nov 2006)  
**Elected:** March 21st 1996  
**Portfolio:** Finance  
**Lead:** Blueprint Ballarat, Financial Strategy  
**Ph:** 5320 5528  
**Email:** mayor@ballarat.vic.gov.au



## Alfredton Ward

Cr Geoff Hayes  
**Elected:** Nov 27th 2004  
**Portfolio:** City Governance  
**Ph:** 0411 857 788  
**Email:** geoffhayes@ballarat.vic.gov.au



## Buninyong Ward

Cr Peter Innes  
**Elected:** March 18th 2002  
**Portfolio:** City Marketing  
**Ph:** 0437 688 659  
**Email:** peterinnes@ballarat.vic.gov.au



## Caledonian Ward

Cr Stephen Jones  
**Elected:** March 18th 2002  
**Portfolio:** City Infrastructure  
**Lead:** Water, Asset Management  
**Ph:** 0418 519 399  
**Email:** stephenjones@ballarat.vic.gov.au



## Canadian Ward

Cr Gary Anderson  
**Elected:** Nov 27th 2004  
**Portfolio:** City Development  
**Lead:** Heritage  
**Ph:** 0418 503 770  
**Email:** garyanderson@ballarat.vic.gov.au



## Central Ward

Cr Herman Ruyg  
**Elected:** Nov 27th 2004  
**Portfolio:** Aged & Disability Services  
**Lead:** Heritage  
**Ph:** 0409 153 092  
**Email:** hermanruyg@ballarat.vic.gov.au



## Learmonth Ward

Cr Wayne Rigg  
**Elected:** March 18th 2002  
**Portfolio:** Organisation Development  
**Lead:** Water, Ballarat Livestock Selling Centre  
**Ph:** 0408 564 344  
**Email:** waynerigg@ballarat.vic.gov.au



## Nerrina Ward

Cr Ian Jolly  
**Elected:** Aug 16th 2003  
**Ph:** 0418 617 996  
**Email:** ianjolly@ballarat.vic.gov.au



## Sebastopol Ward

Cr Des Hudson  
**Elected:** March 18th 2002  
**Portfolio:** City Wellbeing  
**Lead:** Blueprint Ballarat  
**Ph:** 0409 865 093  
**Email:** deshudson@ballarat.vic.gov.au



## OUR ORGANISATION

THE CITY OF BALLARAT'S TRAINING AND DEVELOPMENT PROGRAMS OFFER EMPLOYEES THE OPPORTUNITY TO EXPLORE DIFFERENT CAREER PATHS WITHIN COUNCIL.

The City of Ballarat is committed to providing a positive working environment, encouraging and valuing high performing staff who deliver quality services to its community. The vast majority of City of Ballarat employees are also residents of the municipality, enhancing the organisation's commitment to its community.

Through business improvement processes, internal communications, performance reviews and staff development programs Council strives to be an Employer of Choice. This is reflected in its policies which have an emphasis on development and work/life balance.

In promoting the organisation as a leader of employee support the City of Ballarat provides a wellbeing program that incorporates a number of health services including physiotherapy and discounted gym memberships. Other initiatives include family-friendly arrangements, leave provisions consisting of paid maternity/paternity and adoption leave, and study assistance. The City of Ballarat's training and development programs offer employees the opportunity to explore different career paths within Council.

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

### Executive Team

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

### Finance

Glenn Kallio – Executive Manager  
 Budget  
 Financial Services  
 Fleet Management  
 Revenue



### Corporate Planning & Economic Development

Ian Rossiter – Executive Manager  
 Corporate Planning & Projects  
 Economic Development



### Organisation Development

Garry Davis – Executive Manager  
 Human Resources  
 Remuneration & Benefits  
 Organisation Development



### City Marketing

George Sossi – Executive Manager  
 Tourism  
 Marketing & Communications  
 Ballarat Fine Art Gallery  
 Her Majesty's Theatre  
 Eureka Centre/Visitor Services



### City Wellbeing

Tony Diamond – General Manager  
 Community Strengthening & Services  
 Family, Youth and Children's Services



### City Infrastructure & Development

Anthony Schinck – General Manager  
 Infrastructure  
 Development  
 Operations



### City Governance

Liana Thompson – General Manager  
 Regulatory Services  
 Customer Service  
 Information Services  
 Legal





# 01. ORGANISATION STRUCTURE

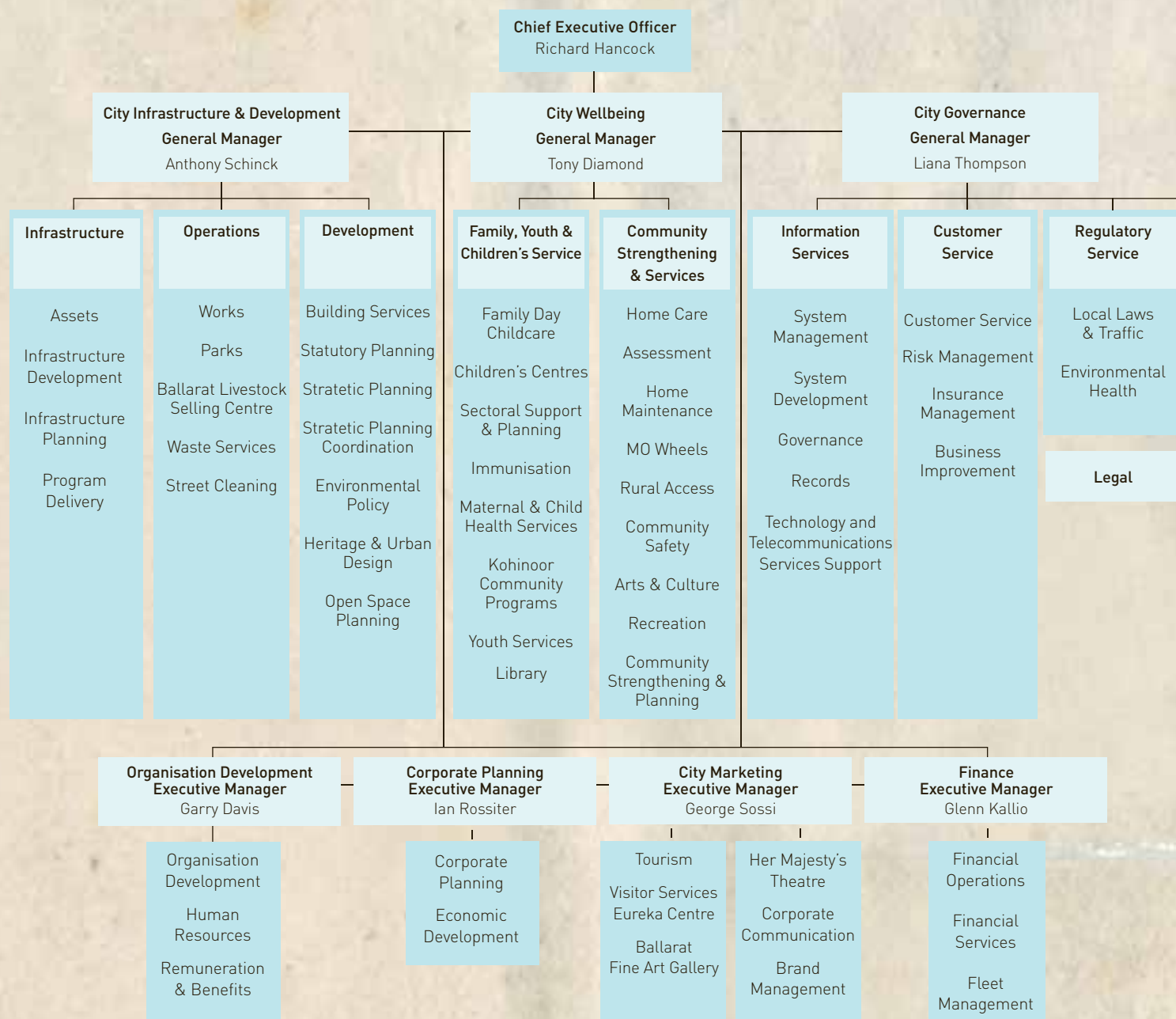
Council undertakes regular evaluations and reviews to ensure it is working towards achieving the community's Blueprint Ballarat vision.

As positions become vacant, each is reviewed before it is replaced. Consequently changes occur within the organisation to ensure that it is

efficient and structured to best meet the demands of its community.

Council continues to strive for excellence, high performance and innovation, so that its 27 business units can better deliver over 100 very diverse products and services to the community every day. The organisation

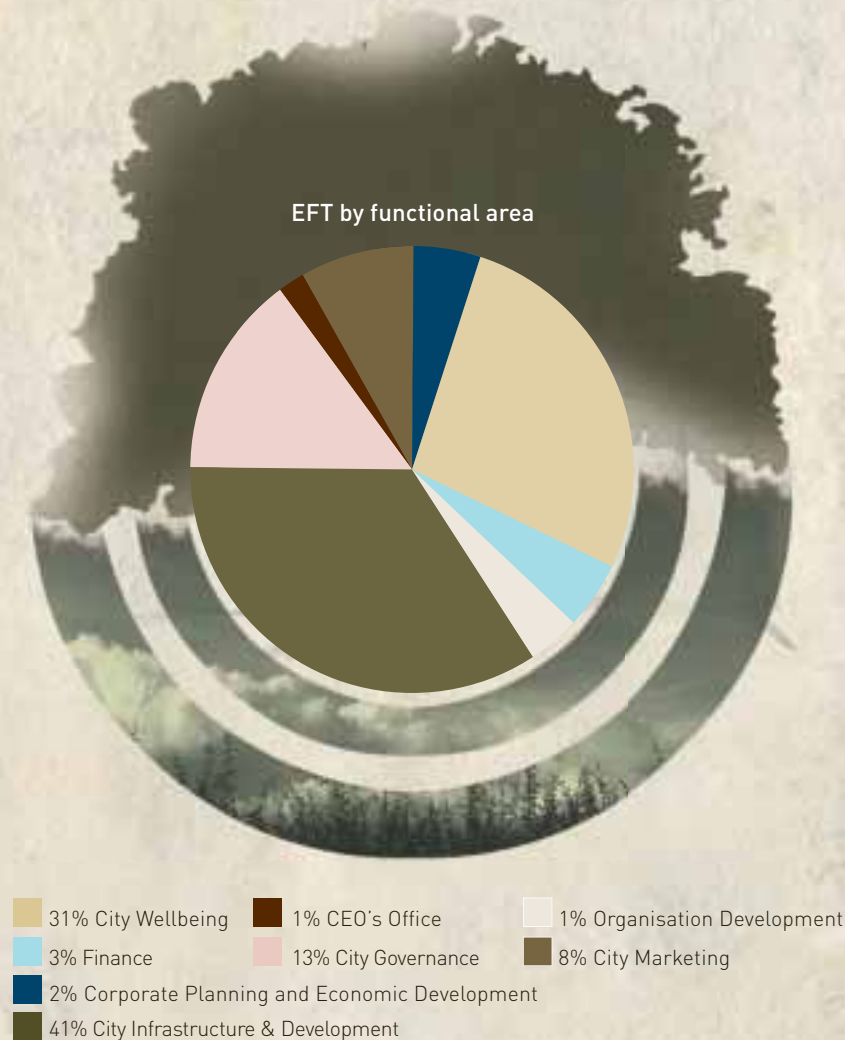
will continue to evolve as necessary to ensure maximum service delivery and performance are continually provided to the community.



## OUR ORGANISATION

As at 30 June 2007 Council employed a total of 740 full-time, part-time casual and temporary staff. During the year there were 117 departures of permanent and temporary staff representing a staff turnover of approximately 15.8%. Employee commencements to full-time, part-time and temporary positions totalled 114.

Total remuneration paid to all categories of employment was \$29,349,201 with superannuation costs being \$2,499,679.



DEPARTMENT	female		male		full time		part time		casual		staff	
	total	eft	total	eft	female	male	female	male	female	male	total	eft
City Wellbeing	256	155.9	21	15.1	39	6	192	12	25	3	277	171
Finance	11	11	6	6	11	6	0	0	0	0	17	17
Organisation Development	5	5	3	2.5	5	2	0	1	0	0	8	7.5
Infrastructure and Development	35	32.1	194	193	26	193	9	0	0	1	229	225.3
CEO's Office	4	3	1	1	2	1	2	0	0	0	5	4
City Governance	84	38	44	35.1	25	32	54	10	5	2	128	73.1
City Marketing	42	27.9	24	16.1	21	12	9	5	12	7	66	44
Corporate Planning	5	5	5	5	5	5	0	0	0	0	10	10
<b>Total</b>	<b>442</b>	<b>277.9</b>	<b>298</b>	<b>274</b>	<b>134</b>	<b>257</b>	<b>266</b>	<b>28</b>	<b>42</b>	<b>13</b>	<b>740</b>	<b>551.9</b>

EFT - Full-time and part-time\*

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





# 01. OUR YEAR IN REVIEW



## July 2006

- Significant State Government funding announced for ICT Cluster project
- Workforce Participation and Skills project established
- Installation of gates at Victoria Park entrances
- Funding received (\$7,000) for Arch of Victory restoration works
- Aquatic Centre Stage 1 dry areas redevelopment commences
- Ballarat Regional Tennis Centre Stage 1 redevelopment commences
- Sails installed for Skate Park
- Southern University Games
- Phoenix Mall upgrade including new public art work

## August 2006

- Australian Cycling Grand Prix Championships
- Paults Wetland Stormwater Diversion works commences as first part of Lake Wendouree Water Supply project

## Ballarat B31 Business month

- Amendment C58 to the Ballarat Planning Scheme adopted creating 19 new heritage precincts
- Ballarat Mechanics Institute roof restoration
- Bus Shelter Replacement program commences
- Arts and Cultural Development Strategy implemented
- Civic Reception – Welcome for 16 Indian psychiatrists and their families as new residents of Ballarat
- Multicultural Ambassador program established
- Sturt Street Streetscape improvements commenced
- Ballarat Liveability Study launched by John Brumby, Minister for State and Regional Development

## September 2006

- Child and Family Friendly consultations commence
- Miners Rest Outline Development Plan announced

- Cities for Climate Protection program – completion of milestone 5
- Koala Management Plan launched
- Stuffest Festival for young people held
- Australian Mixed Ultimate Frisbee Championships – Victoria Park
- Memorandums of Understanding signed with the Confederation of Indian Industry and the Australian-Indian Business Council
- Korean delegation visits to view Ballarat as 'A Learning City'
- Lake Blitz Project – redevelopment of Ballarat Yacht Club precinct
- Ballarat wins Tidy Town Award

## October 2006

- Ballarat Seniors Festival held
- Community Safety Month – includes Community Safety Awards 2006
- 10th World Conference of Historical Cities held
- Ballarat Heritage Weekend held
- Ballarat Aquatic Centre – Stage 2 redevelopment of wet areas commences

- City Entrances Strategy adopted
- ICT 2030 launched
- Buninyong Community Facility opened by Premier, Steve Bracks

## November 2006

- Ballarat Road Transport Strategy released for public comment
- Ballarat Airport upgrades for 2010 Polocrosse National Championships commences
- Ex-Prisoners of War Memorial – improvement works
- Redeveloped Ballarat Regional Tennis Centre opened by Senator Julian McGauran

- Blueprint Ballarat Scorecard released
- "Come to Life" Ballarat destination branding initiative launched

## December 2006

- Victoria Park Outline Development Plan prepared
- Ballarat Heritage Precincts Amendment C107 placed on public exhibition
- City of Ballarat receives Award for Excellence from Victorian Multicultural Commission
- Mobility Map launched

## January 2007

- Australian Open Road Cycling Championships
- Children's playground installed at Russell Square
- Australia Day celebrations
- Arts in the Park commences
- Council delegation meets National Water Commissioners to discuss Goldfields Super Pipe

- Lake Blitz project – Federal funding of \$249,700 announced by Senator Julian McGauran

## February 2007

- Wendouree Children's Centre and preschool integrated model commences
- "Kalianthi" – Criss Canning exhibition launched at Ballarat Fine Art Gallery
- Lake Wendouree – opportunistic works carried out whilst lake dry
- Youth Services – funding boost from State Government

## March 2007

- Ballarat Begonia Festival
- "Trek 4 Timor" fundraising walk
- "Butt Free City" Week
- Harmony Day celebrations
- "Livesmart" and "Watersmart" booklets launched
- Powerline Relocation Strategy adopted by Council
- Clean Up Australia Day

## April 2007

- "Energysmart" booklet launched
- Working Draft Budget 2007-2008 released
- Sturt Street Gardens Conservation and Landscape Management Plan prepared
- "Come to Life" exhibition at Federation Square
- National Youth Week

## May 2007

- Ballarat Innovation Festival held
- Arrival of Togolese families
- "Wastesmart" booklet launched
- Open Space Strategy development commences

- Gardasil vaccinations commence for young women in the community
- Child and Family Friendly City Report adopted by Council
- "How Now Cow" exhibition launched at the Ballarat Fine Art Gallery

## June 2007

- 15/15 International Film Festival held
- "Come to Life" tourism signage installation commences across the municipality
- Lake Burrumbeet – public comment sought regarding its future
- Lake Learmonth Masterplan put out for public comment
- Lake Blitz Boardwalk construction commences
- Destination Ballarat Tourism Marketing Prospectus released
- Tourism and Economic Development Special Rate and Charge review commences
- Draft Budget 2007-2008 released
- Council meets with Federal Leader of the Opposition, Kevin Rudd
- City of Ballarat Priority Projects document released for upcoming federal election
- Amendment C88 to the Planning Scheme (Industrial Land rezoning) adopted by Council





# 02. OUR PEOPLE



*Ballarat will be distinguished from other cities by the way it values and celebrates its natural environment, its history and its cultural life.*

**OBJECTIVE.** BALLARAT WANTS TO ATTRACT NEW RESIDENTS AT A RATE THAT ENABLES THE LOCAL ECONOMY TO COMPENSATE FOR ITS RAPIDLY AGEING POPULATION AND LOW BIRTH RATE, ENSURING IT HAS THE RIGHT POPULATION MIX TO THRIVE AS THE REGION'S HUB WHILE ALLOWING BALLARAT TO RETAIN ITS CHARACTER AND STRONG SENSE OF COMMUNITY.

### Strategic Priorities

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

### Key Indicators and Performance for 2006-2007

Ambitions	Performance
Issue a minimum of 250 My Choice packs to newly relocated residents.	<b>Goal achieved and exceeded.</b> The City of Ballarat distributed 470 My Choice packs to new residents during the year.
Attract at least 50 migrants to the municipality.	<b>Goal not met.</b> Thirty-six new migrant families registered with Council however it is estimated that double that number came to live in Ballarat sponsored by other organisations in the community.
Retain at least 30 migrants in the municipality	<b>Goal achieved and exceeded.</b> The number of migrant families retained in Ballarat was 60.
Host four welcoming receptions for new Ballarat residents.	<b>Goal achieved and exceeded.</b> Five functions were held during 2006-2007 to welcome new residents to the municipality.
Achieve an annual community satisfaction survey rating of an indexed mean of 75 for interaction and responsiveness in dealing with the public.	<b>Goal not met.</b> An annual rating of an indexed mean of 68 for interaction and responsiveness in dealing with the public was attained. See Performance Statement for explanation on page 61
Increase patronage at Council's child care centres to: 85 percent at Girrabanya Childcare Centre; 80 percent at Wendouree Children's Centre; and 68 percent at the Occasional Childcare Centre.	<b>Goal achieved and exceeded.</b> At the end of 2006-2007 the results were: 97 percent at Girrabanya Childcare Centre; 83.5 percent at Wendouree Children's Centre; 79 percent at Occasional Childcare Centre Meeting the goals can be attributed to the integration of kindergarten sessions with childcare which allows families with a number of children to be provided with care at the one facility. Other reasons are thought to be increased awareness of services by new residents, refugees using services and the increased Ballarat birth rate.





# 02. OUR PEOPLE

## PERFORMANCE AGAINST SPECIFIC PROJECTS

### Council Plan Project 1.2 - Attract and retain new residents in a coordinated way.

The Ballarat community welcomed 10 families from Togo to Ballarat, whom Council endorsed and supported through various settlement programs.

Council's Economic Development unit successfully implemented the Multicultural Ambassador Program, appointing 10 Ambassadors representing nine countries and a settlement time frame of five decades. Since their appointment, Ambassadors have been actively engaged in public speaking and voluntary project work throughout the community.

Council received an award for excellence in multicultural affairs from the Victorian government for three television commercials that were produced to highlight a variety of professions and family combinations within our community.

### Council Plan Project 1.3 - Commit resources to growing Ballarat's population while simultaneously improving the skills base across the local community.

Council's Economic Development unit promoted and supported the community's [jobsballarat.com](http://jobsballarat.com) website, which highlights career and work opportunities in Ballarat. The website targets people from urban centres looking to 'tree change' to regional areas.

### Council Plan Project 1.6 - Provide support to young families as a way of increasing the proportion of children in the population.

In 2006-2007 Family and Children's Services undertook an extensive child and family friendly consultation process. Over 1,070 participants provided feedback, views, advice and suggestions as to what contributes to a child and family friendly city and what is important for Ballarat becoming more child and family friendly. Council endorsed a range of short, medium and long term recommendations arising from the consultations, which will inform future business planning activities.

Meeting the needs of a growing local community, Family and Children's Services established the Wendouree Kindergarten and Children's Centre as an integrated Kindergarten/Childcare model.

The integration of children's health services was improved, resulting in efficiencies and improvements to care, for example an increased number of Maternal & Child Health key age and stage assessments are now conducted at pre-schools.

### Other Achievements and Highlights

Council's After School Program received a high quality rating in its Quality Assurance validation and 20 Family Day-care providers completed Certificate 3 in Children's Services and five continued with advanced studies undertaking a Diploma of Children's Services.

### Challenges and Setbacks

During the 2006-2007 financial year, Family and Children's Services experienced difficulty in recruiting enough suitable Family Day-care providers to meet the childcare needs of families. This placed strain on its ability to deliver on the strategic priority to support young families as a way of increasing the proportion of children in the population.

THE COUNCIL PLAN OUTLINES A NUMBER OF SPECIFIC PROJECTS UNDER 'OUR PEOPLE' TO BE UNDERTAKEN BETWEEN 2006 AND 2011. THE FOLLOWING SECTION OUTLINES THE PROGRESS AND STATUS OF THOSE PROJECTS UNDERTAKEN DURING THE 2006-2007 FINANCIAL YEAR.



## Our Endeavours for 2007-2008 and Beyond

- Continue work with Department of Sustainability and Environment to ensure the Corridor Sustainable Growth Strategy is developed in line with Blueprint Ballarat.
- Continue to match jobseekers with employment opportunities through [jobsballarat.com](http://jobsballarat.com)
- Continue to integrate "Come to Life" destination brand into current programs and initiatives to attract people to Ballarat.
- Develop Ageing Population Strategy.
- Revise Early Years Guide booklet.
- Review and amend Early Years Plan.
- Develop Gurrabanya Children's health hub complex.

### Council Plan 2007-2012





# 02 OUR SERVICES & INFRASTRUCTURE



**OBJECTIVE.** BALLARAT WANTS TO COORDINATE THE DEVELOPMENT OF ITS INFRASTRUCTURE AND SERVICES SO THAT ITS CAPACITY CAN MEET THE NEEDS OF ITS CHANGING POPULATION AND BUILD A STRONG, PROSPEROUS AND SELF-RELIANT LOCAL ECONOMY WITHOUT GAPS, WASTE OR DUPLICATED EFFORT.

### Strategic Priorities

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

### Key Indicators and Performance for 2006-2007

Indicators	Performance
More street and parkland trees planted than removed	<b>Goal achieved and exceeded.</b> The City of Ballarat planted 1,197 street and parkland trees and removed 1,017 giving a net balance of 180 more planted than removed.
Complete four full street sweeping cycles of urban Ballarat.	<b>Goal achieved.</b> Four full street sweeping cycles of urban Ballarat took place over the course of the year.
Receive community recognition, through the annual customer satisfaction survey, of the appropriate, safe infrastructure Council provides. Local roads and footpaths should receive a community satisfaction survey rating of an indexed mean of 55 and traffic management and parking facilities should receive an indexed mean on 54.	<b>Goal achieved.</b> An annual rating of an indexed mean of 55 was achieved for our provision of local roads and footpaths, and an annual rating of an indexed mean of 54 was received for traffic management and parking facilities.
Achieve an annual community satisfaction survey rating of an indexed mean of 57 for town planning policy and approval, ensuring the community is satisfied with the level of development occurring in Ballarat.	<b>Goal not met.</b> An annual rating of an indexed mean of 52 for town planning policy and approval was attained. A possible explanation for this result is contained in the Performance Statement on page 61
Deliver on 97 percent of the Capital Works projects planned for 2006-2007.	<b>Goal achieved and exceeded.</b> As at the end of June 2007, 100 percent of Council's planned road infrastructure related Capital Works projects for 2006-2007 were completed and 96 percent of its non-road infrastructure projects was completed, giving an overall result of 98 percent.





# 02. OUR SERVICES & INFRASTRUCTURE

## PERFORMANCE AGAINST SPECIFIC PROJECTS

**Council Plan Project 2.1 – Coordinate all elements of physical and social infrastructure planning from the outset, including planning for environmental sustainability, economic growth, residential expansion and community wellbeing.**

During the 2006-2007 financial year a number of important planning policies were finalised and adopted by Council, providing direction for Ballarat's future growth. The important Ballarat West Local Structure Plan was adopted by Council, setting the planning framework for the future development of Ballarat's main growth corridor, and allowing land to be rezoned. Amendment C88 to the Planning Scheme was finalised which implements the Industrial Strategy adopted in 2005. It rezoned a number of former industrial sites in Ballarat and included new policy in the Planning Scheme to guide new development

A number of long term, strategic infrastructure plans were also completed including the Ballarat Road Transport Strategy (in partnership with Vicroads), Road Hierarchy Review, Ballarat Community Road Safety Strategy, Ballarat Central Area Bus Modelling Study (in partnership with Department of Infrastructure) and the Ballarat Powerlines Relocation Strategy and Policy. Council adopted the Entrances Strategy in August 2006. The Strategy establishes a program for Council to upgrade the eight city entrances with signage and landscaping. During 2006-2007 over \$400,000 of works were completed as part of a four year program to implement the Strategy.

Council's Operations unit completed a draft Tree Management Policy and as a result undertook a number of tree restoration programs. The unit also completed 100 percent of its budgeted road program for 2006-2007, exceeding its target of 97 per cent complete. Council also secured significant external funding for major infrastructure works to cope with future growth. Approximately \$500,000 was awarded from the 2007-2008 Federal Government Blackspot Program to deliver road safety improvement works and approximately \$2 million was secured from the Auslink Roads of Regional Significance Program to deliver road safety improvement works along the Buninyong-Mt Mercer Road. This project is in partnership with Golden Plains Shire and the Federal Government.

Council also worked in partnership with the State Government on a range of infrastructure projects that all help achieve the Blueprint Ballarat vision. Council worked closely with Department of Infrastructure to secure funding to the value of approximately \$8 million for a second rail passenger station at Wendouree. The station is due to commence operation in mid-2008. The Department of Infrastructure also assisted Council in delivering bus shelters and bus access improvements within Ballarat. The Department of Education and Training helped Council deliver school traffic improvement works at schools in Russell, Yuille and Hertford streets.

Changes in climatic conditions have resulted in more common and severe flooding across the municipality. In preparation for these challenges Council completed, in partnership with the

Corangamite Catchment Management Authority a flood mapping study of the Gnarr, Yarrowee and Canadian Creek systems. The long term sustainability of Ballarat's waste system was secured with the capping of the old landfill cell at Smythesdale and the commissioning of a new cell, also at Smythesdale.

### Other Achievements and Highlights

Council's Development unit implemented Fast Track, a planning permit service introduced in April 2007, resulting in a third of all planning permit applications being processed in less than 15 days.

Council's Operations unit commenced consolidating the Parks and Ring Road depots and restructured its Arboriculture section to improve efficiencies, while also undertaking a Footpath Management Review and developing a Master Plan for Mt Buninyong.

The Ballarat Livestock Selling Centre was dramatically impacted by drought, with significantly higher than expected throughput due to producers destocking. This coincided with a review of fees and charges and preparations for accreditation to National Saleyards Quality Assurance or equivalent. Council's Work's unit was assessed for Quality Assurance and successfully maintained its accreditation.

### Challenges and Setbacks

The ongoing climatic conditions impacted significantly on grading works, tree planting programs, all of the city's parks and gardens as well as sporting grounds and reserves.

THE COUNCIL PLAN OUTLINES A NUMBER OF SPECIFIC PROJECTS UNDER 'OUR SERVICES AND INFRASTRUCTURE' TO BE UNDERTAKEN BETWEEN 2006 AND 2011. THE FOLLOWING SECTION OUTLINES THE PROGRESS AND STATUS OF THOSE PROJECTS UNDERTAKEN DURING THE 2006-2007 FINANCIAL YEAR.

## Our Endeavours for 2007-2008 and Beyond

- Complete Stage 1 of the Ballarat Bicycle Strategy, connecting Lake Wendouree to the road bike path.
- Finalise the CBA Car Parking and Traffic Management Plan.
- Partner with the State Government in developing the new rail station at Wendouree and the redevelopment of the current station and surrounding precinct.
- Ensure all future road infrastructure projects are compliant with disability requirements.
- Partner with State Government on the duplication of Sturt Street between the Arch of Victory and west of Ring Road.
- Signalise Alfred Street-Hertford Street intersection in Sebastopol.
- Implement improvements to the Lake Wendouree precinct as part of the Lake Blitz project, including: paths; barbecues and picnic facility upgrades; redevelop Windmill Drive South playground; fishing interpretive facility; extension of promenade; replacement of fairyland bridge; and complete View Point boardwalk.
- Deepen the rowing course on Lake Wendouree.
- Divert treated wastewater to major sports precincts.
- Implement the Asset Management System.
- Prepare Ballarat West stormwater management masterplan.
- Finalise Development Contributions Plan for Ballarat West.
- Install new lighting and carpet at Her Majesty's Theatre.
- Install new air conditioning and humidifying system at the Ballarat Fine Art Gallery.
- Plan retail centres for Ballarat West and amend the planning scheme..
- Finalise Amendment C95 which implements the Canadian Valley Outline Development Plan.
- Finalise Amendment C88 which rezones land to industrial in the Mt Rowan area.
- Seek Council adoption, and implementation of the Rural Area Plan.
- Finalise site selection for the new Ballarat Livestock Selling Centre.
- Undertake the planning approval process for redevelopment of the Civic Hall site.
- Undertake triennial review of the Municipal Strategic Statement.
- Prepare Sturt St Conservation and Landscape Management Plan.
- Undertake capital works to upgrade street elements in the Central Business Area.
- As part of the implementation of the Ballarat Regional Fast Train Project implement Development
- Connections Program in partnership with the State Government.
- Implement the Tree Management Plan.
- Finalise and implement the Ballarat Aerodrome Infrastructure Masterplan.
- Secure funding for the refurbishment and upgrade of the Ballarat Town Hall.
- Continue discussions with the State Government regarding the relocation of the freight hub.
- Continue to lobby for funding for the construction of the Goldfields Superpipe.
- As part of the City Entrances Plan, install signage at western, south-eastern, south-western and north-eastern entry points to the City.
- Undertake rural area road infrastructure projects, including: widening and sealing Gillies Road; widening West Berry Road; and rehabilitating Buninyong-Mt Mercer Road.
- Finalise the Open Space Strategy.
- Introduce biodiesel into the diesel fleet and replace 6 cylinder with 4 cylinder vehicles where possible.

**Council Plan 2007-2012**





# 02. OUR JOBS & INVESTMENT



**OBJECTIVE. BALLARAT WANTS TO BE A PLACE WHERE DOING BUSINESS AND INVESTING IS ATTRACTIVE BECAUSE OF ITS DYNAMIC AND VERSATILE LOCAL ECONOMY AND ITS FLEXIBLE, SKILLED WORKFORCE.**

**Strategic Priorities**

- Balance attracting investment with skill training of local people.
- Build inequality reduction into developing new employment opportunities by:
  - Attracting more government and private investment;
  - Developing manufacturing career and employment options to attract employees;
  - Providing adequate public transport and affordable housing;
  - Avoiding residential segregation and creation of disadvantaged areas;
  - Addressing misalignment between work and skills;
  - Creating more full-time work opportunities; and
  - Helping young people to become job ready.
- Increase workforce participation in specific population sectors, including mothers returning to work, spouses of new residents seeking work and the post-45-year-old workforce participation.
- Align Ballarat's manufacturing growth plans with State and Federal Government initiatives.
- Establish effective networks, partnering and mentoring relationships to match people, jobs and businesses.
- Market Ballarat as a highly-skilled, educated employment area through

the promotion of its diverse, high-quality educational and research facilities, developing technology-based sectors, and the size, quality and sophistication of its health sector.

- Encourage an entrepreneurial culture in Ballarat's business sector and its youth.

**Key Indicators and Performance for 2006-2007**

Ambitions	Performance
Undertake two business surveys to analyse economic activity.	<b>Goal achieved.</b> The City of Ballarat's Economic Development Unit completed two business confidence surveys during the year.
Issue a minimum of 30 Eureka Business Packs.	<b>Goal not met.</b> Nine Eureka Business Packs were distributed in Ballarat in 2006-2007. This result suggests the need to improve business awareness of the packs.
Through working with the ICT industry, create 200 new jobs in the field.	<b>Goal achieved.</b> In conjunction with the University of Ballarat, the City of Ballarat has attracted 200 jobs and over \$50 million in ICT-related investment to Ballarat.
Provide six investment prospectus updates.	<b>Goal achieved and exceeded</b> A total of 31 statistical information updates were completed in 2006-2007.
Attract 2,300,000 visitors to Ballarat and increase overnight visitation by one percent.	<b>Goal partly achieved.</b> Tourism visitors reached only 1,816,740, however, the overnight visitation increased by 19 percent.
Receive an indexed mean rating of 65 for economic development in the annual community satisfaction survey.	<b>Goal not met.</b> An indexed mean rating of 61 was received for economic development in the annual community satisfaction survey. See Performance Statement on page 61 for explanation.





# 02. OUR JOBS & INVESTMENT

## PERFORMANCE AGAINST SPECIFIC PROJECTS

### Council Plan Project 3.1 – Balance attracting investment with skill training of local people.

In 2006 Council adopted the 2006 Economic Development Strategy, which sets the strategic vision for sustainable economic activity and development for Ballarat, including initiatives to attract investment and grow the skill set of Ballarat's local community.

### Council Plan Project 3.2 – Build inequality reduction into developing new employment opportunities by:

- Attracting more government and private investment;
- Developing manufacturing career and employment options to attract employees;
- Providing adequate public transport and affordable housing;
- Avoiding residential segregation and creation of disadvantaged areas;
- Addressing misalignment between work and skills;
- Creating more full-time work opportunities; and
- Helping young people to become job ready.

During the 2006-2007 financial year Council worked with the Committee for Ballarat and University of Ballarat to establish the Workforce Participation and Skills Task Group. Over the twelve months the Group has completed an environmental analysis and services audit and launched a Skills Communications Strategy. These

pieces of work will assist the group in understanding the local workforce, skills required and skills available with the view to developing strategies to ensure a robust, vibrant and responsive workforce rich in employment opportunities.

### Council Plan Project 3.5 – Establish effective networks, partnering and mentoring relationships to match people, jobs and businesses

Council's Economic Development unit completed the Central Highlands Agribusiness Skills Audit, identifying actions to support skills development and skills transfer for the agribusiness sector, through partnering and mentoring.

### Council Plan Project 3.7 – Encourage an entrepreneurial culture in Ballarat's business sector and its youth

During August 2006 Council facilitated and supported B31, Ballarat's annual business month. Over 40 business development events were held across the city, for established, new and entrepreneurial businesses.

### Other Achievements and Highlights

Council hosted its third Ballarat Innovation Festival to promote and support business innovation across industry sectors. As part of the national Innovation Festival calendar, Ballarat's festival continues to grow and provide valuable insight, links and networking opportunities for local industries and businesses.

Council also staged Ballarat GIG (Get into Games), regarded as the first ever

Careers Expo in Australia to focus on the games industry.

### Challenges and Setbacks

Council's City Marketing division experienced delays in preparing and distributing a style guide for the destination brand Ballarat; Come to Life. This important project is expected to be completed in late 2007.

The on-going impacts of drought may have reduced business confidence and Council's ability to attract new business and investment.

THE COUNCIL PLAN OUTLINES A NUMBER OF SPECIFIC PROJECTS UNDER 'OUR JOBS AND INVESTMENT' TO BE UNDERTAKEN BETWEEN 2006 AND 2011. THE FOLLOWING SECTION OUTLINES THE PROGRESS AND STATUS OF THOSE PROJECTS UNDERTAKEN DURING THE 2006-2007 FINANCIAL YEAR.

## Our Endeavours for 2007-2008 and Beyond

- Review the Retail Strategy to include an audit of commercial office space.
- Establish the Workforce Participation Skills Group to implement priority projects, particularly targeted at the mature age workforce.
- Use funds raised from the Tourism and Economic Development Special Rate and Special Charge to undertake projects in the area of destination management, industry development, membership servicing, business growth and sustainability.
- Continue to support the Blueprint Ballarat Community Committee in facilitating school to work links.
- Hold "Secrets of our Success" sessions at key business and industry events.
- Progress the development of a manufacturing cluster project for Ballarat.
- Implement the 10 actions for 2007-2008 identified in the Information Communication and Technology 2030 Report.
- Partner with Commerce Ballarat on delivery of the State Government's "Under New Management" program.
- Implement the first level of Tourism
- Victoria's professionalism and excellence strategy for Ballarat tourism operators.
- Update Investment Prospectus based on 2006 census data.
- Continue to work with the industry clusters to identify and pursue new product and market opportunities
- Develop and implement QA manual for Ballarat Livestock Selling Centre to conform to ISO 9001.
- Provide work experience for students interested in the performing arts.
- Secure federal and philanthropic funding for Stage 2 development of the Eureka Precinct.
- Develop a Ballarat Film Attraction Strategy.
- Continue to support community based events that build on the principles of community development and connectedness.
- Expand destination branding into key interstate markets and increase focus on international marketing.
- Review the Economic Development Strategy Plan
- Develop a 10 year Tourism Strategy

### Council Plan 2007-2012





# 02. OUR HEALTH & RESILIENCE



**OBJECTIVE. IN 2030 BALLARAT WANTS ITS HEALTH AND WELLBEING TO RATE AMONG THE HIGHEST IN THE COUNTRY, REFLECTING THE COMMUNITY'S ACTIVE INVOLVEMENT IN HEALTHY LIFE CHOICES AND THE HIGH STANDARDS OF BALLARAT'S HEALTH CARE SERVICES.**

### Strategic Priorities

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

### Key Indicators and Performance for 2006-2007

Indicators	Performance
Deliver 135,700 hours of home care.	<b>Goal not met.</b> The City of Ballarat delivered 120,900 hours of home care. An explanation for the reduced number can be found in the Performance statement on page 61.
Ensure 95 percent of DHS key visit targets are attained. Ensure 90 percent of children aged 72 months are appropriately immunised.	<b>Goal achieved and exceeded.</b> 95 percent of the DHS key visit targets were achieved and 92.7 percent of children aged 72 months were immunised.
Perform 2,000 maintenance visits of neighbourhood parks.	<b>Goal achieved and exceeded.</b> The City of Ballarat performed 2,085 neighbourhood parks maintenance visits.
Achieve an indexed mean rating of 74 in the annual community satisfaction survey for health and human services.	<b>Goal not met.</b> Health and human services achieved an indexed mean rating of 73 in the annual community satisfaction survey. See Performance Statement on page 61 for explanation.
Achieve an indexed mean rating of 67 in the annual community satisfaction survey for recreation facilities.	<b>Goal not met.</b> Recreation facilities achieved an indexed mean rating of 65 in the annual community satisfaction survey. See Performance Statement on page 61 for explanation.
Achieve 500,000 visits to the Ballarat Aquatic Centre.	<b>Goal achieved and exceeded.</b> The Ballarat Aquatic Centre had 539,550 visitors which is 8 percent above the target. Council's neighbourhood pool uses were 18 percent above target.
Achieve an indexed mean rating of 65 in the annual community satisfaction survey for the enforcement of by-laws.	<b>Goal not met.</b> The enforcement of by-laws achieved an indexed mean rating of 64 in the annual community satisfaction survey. See Performance Statement on page 61 for explanation.





# 02. OUR HEALTH & RESILIENCE

## PERFORMANCE AGAINST SPECIFIC PROJECTS

### Council Plan Project 4.1 - Plan and provide for the specific health care needs of an ageing population and the expected additional new young families and professionals who will move to Ballarat.

In 2006-2007, Council's Aged and Disability Services unit provided 120,900 hours of general, personal and respite care. Over 180 volunteers delivered approximately 130,000 meals through Meals on Wheels and 1,500 senior citizens enjoyed the social, educational and lifestyle benefits of attending one of the seven senior citizen centres Council manages and maintains.

Council's Home Care service was assessed against the HACC National Service Standards, and received an outstanding 88 per cent compliance level. For the third consecutive year, Home Care clients registered 97 percent overall satisfaction with the service.

The Aged and Disability Services unit worked with the local Service Providers Network to increase understanding for both the significance and extent of support that community care programs make to the lives of many citizens, their families and carers. This partnership aims to address existing gaps and short-falls in the community care sector.

### Council Plan Project 4.2 - Promote the full range of health related services available to the community.

An enhancement of services at Council's youth resource centre, YHQ, resulted in an increase in

participation, providing more opportunities to promote healthy lifestyle options to Ballarat's young people. Healthy lifestyle options were also available to Ballarat's frail aged, people with a disability and their carers, through Council's ongoing SAILS and Planned Activity Group programs, which promote independence and physical wellbeing.

### Council Plan Project 4.3 - Apply the latest research findings to the task of creating better levels of community wellbeing and cohesion.

Following research undertaken in previous years, Council's Family and Children's Service unit successfully implemented the introduction of pre-school immunisations as part of Maternal and Child Health key ages and stages visits, with the aim of making immunisations more accessible.

### Council Plan Project 4.5 - Make physical exercise a priority across the community and within employment.

Over 500,000 visitors made use of the newly completed \$1.1 million redevelopment of the Ballarat Aquatic Centre, which Council's Community and Culture unit oversaw. The redevelopment involved upgrading the Centre's dry areas including expansion of the existing gymnasium, relocation of the aerobics room, development of a mezzanine area for offices and gymnastics spectators, and the development of a new reception area and health service consulting suites. The 2006-2007 financial year was busy for Council's Community and Culture unit, which redeveloped the Hollioake Park Tennis Centre and opened the new Buninyong Community Centre,

in addition to working closely with sporting clubs across the municipality to ensure grounds, tournaments and games continued despite the devastating impacts of drought.

While some traditional sporting pursuits were impacted by drought, other pastimes grew in popularity, for example, Tai Chi for Arthritis increased its sessions from two to four per week, outdoor pool patronage increased from 100,000 to 109,000 and the Arts In The Park 2007 outdoor music festival experienced an increase in patronage to approximately 4,000 people while providing a shady respite during the heat of summer.

### Council Plan Project 4.6 - Inform and educate residents on preferred health practices and behaviours to promote a healthy, active community.

Council's Aged and Disability Services unit held two very popular expos aimed at senior citizens. *Food For Thought* and *Recreation Opportunities for Older Citizens* both enjoyed high participation rates and provided valuable information.

Council not only informed residents of healthy lifestyle options, its Environmental Health unit ensured businesses maintained healthy and appropriate practices. During 2006-2007 Council's Environmental Health unit inspected 808 registered food premises, took 250 food samples for analysis and tested 134 pools and spas for compliance.

### Council Plan Project 4.8 - Consider the needs of the disabled community in all City projects. Develop and implement strategies that respond to the needs of the disabled community.

THE COUNCIL PLAN OUTLINES A NUMBER OF SPECIFIC PROJECTS UNDER 'OUR HEALTH AND RESILIENCE' TO BE UNDERTAKEN BETWEEN 2006 AND 2011.

THE FOLLOWING SECTION OUTLINES THE PROGRESS AND STATUS OF THOSE PROJECTS UNDERTAKEN DURING THE 2006-2007 FINANCIAL YEAR.

As part of the RuralAccess program, Council's Aged and Disability Services unit implemented Council's Disability Action Plan to raise awareness of issues of access that potentially affect not only people with a disability, but all citizens. This included the development of Council's advocacy role in encouraging businesses and developers to consider the needs of people with a disability in their planning processes.

The unit reviewed and disseminated the highly successful Mobility Map, a map that provides vital information regarding access and services for people with a disability and Kohinoor Community Centre received a ramp, enabling access to the centre for people with disabilities.

### Other Achievements and Highlights

During 2006-2007 Council's Aged and Disability Services unit successfully renegotiated the Meals On Wheels contract with Ballarat Health Services Catering which continues a long standing local partnership and continues assisting people to live independently in their own homes.

### Challenges and Setbacks

Despite significant promotion, Council was unable to increase the number of parents who take their four year old for a key age and stage Maternal and Child Health visit. Further promotion and education will continue in 2007-2008.

The Home Care service was reviewed, however, implementation of changes was delayed due to staff resignations and difficulties in recruiting.

Ongoing below average rainfall and consequent water restrictions had a devastating impact on sporting grounds and the availability of playing surfaces for competitive sport.

## Our Endeavours for 2007-2008 and Beyond

- Enhance access by members of the local indigenous community to HACC Services.
- Continue working on the Community Care campaign as a member of the Ballarat and District Aged Care Service Providers' Network.
- Organise the Seniors' Festival and Recreation Expo in October 2007.
- Promote volunteering in the Delivered Meals (Meals on Wheels) Service.
- Continue the SAILS and PAG programs for the elderly and adults with a disability.
- Implement the Alcohol and Substance Survival Knowledge (ASSK) project through the Surviving Substance Misuse and Alcohol Risk Taking (SSMART) network to year 9 students across Ballarat.
- Revise the Municipal Public Health Plan.
- Implement the Ballarat Walking Strategy.
- Promote a car free day and car pooling.
- Develop a plan for Buninyong's tennis facility.
- Complete a Youth Recreation Facilities Review.
- Develop a plan for redevelopment of Northern Oval.
- Continue Stage 2 redevelopment of the Ballarat Aquatic Centre.
- Devise a Domestic Animal Management Plan.
- Finalise Amendment C92 to the Planning Scheme to implement a Medical Precinct Study.
- Produce the Ballarat Access Guide which details facilities for people with a disability.
- Assist with the organisation of International Day for People with a Disability.
- Convene the Disability Advisory Committee.
- Continue to run the Rainbows project for integrating seniors with an intellectual disability into mainstream activities.
- Facilitate the involvement of artists with a disability with community arts projects.

### Council Plan 2007-2012





# 02 OUR LEARNING & KNOWLEDGE

**OBJECTIVE.** BALLARAT WANTS TO BECOME A CITY WHERE LEARNING OF ALL KINDS IS RESPECTED AND ACTIVELY CELEBRATED BY EVERYONE IN THE COMMUNITY. WHERE ACQUIRING NEW KNOWLEDGE AND LEARNING NEW SKILLS IS AN ACCEPTED, ONGOING, ENJOYABLE AND REWARDING PROCESS AND ONE WHICH IS READILY ACCESSIBLE TO ALL GROUPS AND ALL AGES.



### Strategic Priorities

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

### Key Indicators and Performance for 2006-2007

Indicators	Performance
Attract 30 participants to the Community Victorian Certificate of Applied Learning pilot program.	<b>Goal not achieved.</b> Council's involvement ceased mid way through the financial year.
Ensure 15 young people participate in the Youth Councillor Council forums/meetings.	<b>Goal achieved and exceeded.</b> 24 young people participated in the Youth Councillor Council forums/meetings.
Host six skills training sessions to assist young people in education and employment.	<b>Goal achieved.</b> Training sessions in time management, public speaking, governance, media, food handling and transitioning to paid employment were held.
Ensure 30 events in 2006-2007 provide young people with the opportunity to be trained in how to manage an event.	<b>Goal achieved and exceeded.</b> Council ran 52 events which allowed young people to learn a range of skills in event management.





# 02. OUR LEARNING & KNOWLEDGE

## PERFORMANCE AGAINST SPECIFIC PROJECTS

### Council Plan Project 5.1 - Promote a work culture across the local economy that encourages people to upgrade their skills.

In 2006 -2007, Council's Youth Services unit successfully trained a number of youth volunteers and casual staff, all progressing to full time employment. Youth employment and education was also the focus of the Local Learning and Employment Network, of which Council's Community and Culture unit supported throughout the year.

### Council Plan Project 5.2 - Establish a strong Research and Development culture that links the local economy and the educational sector.

During the past year Council strengthened its partnership with the University of Ballarat, with Council's Economic Development unit working closely with the University on a number of projects, including international business attraction, establishment of business workforce participation and skills task team and the creation of the BisNet professional development forum for small business.

Council's Parks and Environment unit has continued to enhance its working relationship with the horticultural department at the School of Mines Ballarat (SMB) through the continuation of the indigenous plant nursery. The nursery utilises the skills of SMB staff and students, provides work experience for Ballarat Employment Network (BEN) volunteers and supplies valuable plants for Council's parks and gardens.

### Council Plan Project 5.3 - Align the training available with the skills needed now and in future, and with the interests of the target groups.

The Human Resources unit successfully implemented its Traineeship and Apprenticeship Program which increased the number and diversity of trainees and apprentices within the organisation. Four Indigenous trainees and apprentices, and two trainees with a disability were appointed to roles within Council, taking the total pool of trainees and apprentices across the organisation to 19.

During 2006-2007, Council continued to work in partnership with BRACE Education, Training and Employment to develop and support Ballarat A Learning Community as a key project to embed a culture of lifelong learning across Ballarat.

### Council Plan Project 5.4 - Promote learning as a worthwhile and enjoyable activity for everyone at all stages of life.

In 2006-2007, Council's Youth Services unit continued to work with the Young Parents Group, providing information and resources regarding re-employment and re-education to teenage mothers.

### Other Achievements and Highlights

Council's Human Resources unit successfully delivered Equal Opportunity training to all Council employees. Council has a commitment to providing a workplace free from harassment, discrimination and bullying. The comprehensive training covered employee and employer right

and responsibilities in relation to relevant State and Federal legislation.

The Human Resources unit also completed a significant review of all policies and procedures. The HR Manual now provides a comprehensive guide to both employees and managers on the behaviours and conduct expected of all staff whilst carrying out their employment duties.

### Challenges and Setbacks

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

THE COUNCIL PLAN OUTLINES A NUMBER OF SPECIFIC PROJECTS UNDER 'OUR LEARNING AND KNOWLEDGE' TO BE UNDERTAKEN BETWEEN 2006 AND 2011. THE FOLLOWING SECTION OUTLINES THE PROGRESS AND STATUS OF THOSE PROJECTS UNDERTAKEN DURING THE 2006-2007 FINANCIAL YEAR.



## Our Endeavours for 2007-2008 and Beyond

- Continue Council's representation on the Local Learning and Employment Network steering committee.
- Continue to support alternative education programs for students at risk of school drop out.
- Collaborate with the University of Ballarat in the Economic Impact Study focusing on cultural and creative industries within the Ballarat region.
- Maintain cooperative linkages between the Botanical Gardens unit and the University's horticultural unit.
- Continue to employ 10 trainees and apprentices and appoint an additional five in 2007-2008.
- Provide information on traineeship and apprenticeship programs on Council's Economic Development website.
- Continue to work in partnership with the young parents' group regarding re-employment and/or education options.

### Council Plan 2007-2012





# 02. OUR ENVIRONMENT & HERITAGE



**OBJECTIVE. IN 2030 BALLARAT WANTS ITS HEALTH AND WELLBEING TO RATE AMONG THE HIGHEST IN THE COUNTRY, REFLECTING THE COMMUNITY'S ACTIVE INVOLVEMENT IN HEALTHY LIFE CHOICES AND THE HIGH STANDARDS OF BALLARAT'S HEALTH CARE SERVICES.**

### Strategic Priorities

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

### Key Indicators and Performance for 2006-2007

Ambitions	Performance
Achieve a 30 % recycled proportion of waste.	<b>Goal achieved and exceeded.</b> The recycled proportion of waste was over 32%.
Achieve a 74% rating for waste management in the annual community satisfaction survey (indexed mean).	<b>Goal achieved.</b> Achieved a 74% rating for waste management in the annual community satisfaction survey.
Plant 80,000 (13.5 ha) trees and other indigenous plants.	<b>Goal achieved.</b> With community assistance, over 80,000 indigenous plants and grasses were planted.
Reduce water consumption by 40% by 2008 using 1999-2000 as a baseline.	<b>Goal achieved and exceeded.</b> Council has reduced water consumption by 48%.
Achieve a 68% rating for appearance of public places in the annual community satisfaction survey (indexed mean).	<b>Goal not met.</b> Achieved a 65% rating for appearance of public places in the annual community satisfaction survey. See Performance Statement on page 61 for explanation of result.
Take 150 water samples for lakes and waterways quality analysis.	<b>Goal not met.</b> Seventy five lakes and water samples were only required to be analysed due to drought conditions.





# 02. OUR ENVIRONMENT & HERITAGE

## PERFORMANCE AGAINST SPECIFIC PROJECTS

**Council Plan Project 6.1 - Integrate environmental planning and management around the triple bottom line approach to decision-making with the City's other planning processes from the outset of all projects.**

A draft Environmental Sustainability Strategy was developed during the 2006-2007 financial year, to ensure the environmental and social sustainability of Ballarat both now and into the future, particularly in light of climatic changes and their impacts. The draft Strategy aims to ensure that the ways the City of Ballarat and the community use water and energy, and dispose of waste, places minimal impacts on the local environment. Council has undertaken significant community communication and consultation around the draft Strategy and it will be implemented throughout the 2007-2008 year.

**Council Plan Project 6.3 - Ensure the conservation and restoration of Ballarat's historic buildings with particular focus on the Central Business Area (CBA).**

Council undertook Conservation Management Plans for two of its historical buildings, Her Majesty's Theatre and Ballarat Fine Art Gallery. Major restoration works are required for both buildings and will take place in subsequent years.

Strategic plans to upgrade the exterior of the Ballarat Town Hall, as well as the building's A-Hall were prepared. The plans will be used to help secure

external funding to assist in the upgrade of the 140 year old building.

Council formally adopted C58 Heritage Overlay into the Ballarat Planning Scheme and the Blueprint Ballarat Community Committee, in partnership with Council, held a successful heritage community forum.

**Council Plan Project 6.4 - Learn from the experience of other cities of similar population, size and character in protecting and maintaining their environment and heritage.**

In October 2006 Council proudly hosted the 10th World Conference of Historical Cities. This complex and highly successful international conference attracted decision makers from some of the world's oldest cities to Ballarat, highlighting the important role Ballarat plays in heritage conservation and proudly demonstrating Ballarat's capacity for hosting important, international events.

Just prior to the international conference, Council's Events unit developed and managed Ballarat's inaugural Heritage Weekend, a celebration and exploration of Ballarat's historical and cultural icons, which involved the opening of many of Ballarat's privately owned historical buildings.

The Heritage Weekend was such a success it has received funding to continue on an ongoing basis as part of Council's Annual Events Calendar.

**Council Plan Project 6.7 - Bring developers, business people and community conservationists together to:**

- Develop a consensual approach for sustainable development;
- Identify problems in need of research;
- Resolve conflicts between planning and development; and
- Work on the conservation of natural landscapes.

During the 2006-2007 financial year the Ballarat Fine Art Gallery catalogued and exhibited artworks exploring the built heritage of Ballarat as seen by six generations of artists. This exhibition provided a unique and insightful look into the history of development in Ballarat.

Following the updating of the Ballarat Region Conservation Strategy (BRCS) in 2005-2006, Council's Strategic Planning unit commenced embedding issues such as water conservation, climatic changes and environmental sustainability into Council's planning and development decisions. Council also implemented the Native Vegetation Study and Ballarat's Environmental Management System.

Council worked very closely with Central Highlands Water and Department of Sustainability and Environment to disseminate information and encourage residents to minimise water usage during Ballarat's 10th consecutive year of drought. Council itself reviewed all elements of its business, implementing water saving technologies, cutting water usage, redesigning capital works projects and where possible seeking alternative water supplies. Despite significant water shortages, Council's Parks and

THE COUNCIL PLAN OUTLINES A NUMBER OF SPECIFIC PROJECTS UNDER 'OUR ENVIRONMENT AND HERITAGE' TO BE UNDERTAKEN BETWEEN 2006 AND 2011. THE FOLLOWING SECTION OUTLINES THE PROGRESS AND STATUS OF THOSE PROJECTS UNDERTAKEN DURING THE 2006-2007 FINANCIAL YEAR.

Environment unit planted in excess of 1,200 drought tolerant trees, undertook major rescue works to save many of Ballarat's oldest and rare trees in the Botanical Gardens and with assistance from community members, planted over 80,000 indigenous plants and grasses.

### Other Achievements and Highlights

Council, in partnership with the Blueprint Ballarat Community Committee held a forum for the local developer community aimed at raising awareness of water efficient developments.

Heritage was a particular focus during 2006-2007, with the establishment of the Ballarat Treasures Register, a catalogue of built and cultural heritage icons, the development of

a Heritage Education Kit for use by Ballarat primary schools and the establishment of the Heritage Advisory Committee, which replaced the Heritage Special Committee.

### Challenges and Setbacks

Though the Ballarat Heritage Weekend was a good pilot, it did indicate many areas that needed to be developed and changes that would need to be made to ensure a successful, sustainable event in the future.



## Our Endeavours for 2007-2008 and Beyond

- Implement a sustainable public lighting program.
- Implement a water policy for subdivision developments.
- As part of the Linear Network of Communal Spaces (LINCS) Strategy continue willow removal, native vegetation planting, path, signage and seating improvements.
- Implement actions from energy audits conducted for the Ballarat Fine Art Gallery, Her Majesty's Theatre and Eureka Centre.
- Conduct water audits of Council facilities and retrofit water saving devices.
- Implement the Waste Management Plan including litter management.
- Develop the Heritage and Urban Design Strategy.
- Finalise Planning Scheme amendment C107 to include six precincts to the north and east of Lake Wendouree in the Heritage Overlay applying to the city.
- Place powerlines under ground in Sturt Street between Doveton and Dawson Streets.
- Review the Ballarat Stormwater Management Plan.
- Implement the Lake Wendouree water supply project using treated wastewater and stormwater.
- Implement the Septic Tank Management Plan in line with outcomes of State Government review.
- Commence discussions with Commerce Ballarat and other stakeholders regarding the introduction of a Plastic Bag Free Zone.

**Council Plan 2007-2012**



# 02. OUR CONNECTIONS



**OBJECTIVE.** BALLARAT WANTS TO BE A LIVELY, DYNAMIC CITY WITH A DIVERSE POPULATION WHERE EVERYONE IS ACCEPTED AND BELONGS, REGARDLESS OF BACKGROUND OR CIRCUMSTANCE, AND WHERE PEOPLE'S EXPERIENCE OF BALLARAT AS A SATISFYING PLACE TO LIVE INSPIRES THEM TO CONTRIBUTE ACTIVELY TO COMMUNITY LIFE.

### Strategic Priorities

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

### Key Indicators and Performance for 2006-2007

Indicators	Performance
Attract 40,000 patrons to the Ballarat Safe City Taxi Rank.	<b>Goal not met.</b> 21,500 patrons used the Ballarat Safe City Taxi Rank. The rank is to be moved to Lydiard St and operate on both Friday and Saturday nights rather than just Saturday night
Attract 588,000 visitors to the Ballarat Library.	<b>Goal achieved and exceeded.</b> The Ballarat Library attracted 735,621 visitors.
Conduct 400 engagements with community organisations.	<b>Goal achieved and exceeded.</b> 876 meetings, forums and other types of engagements were conducted with community organisations.
Ensure 2,700 young people use the Youth Headquarters (YHQ).	<b>Goal achieved and exceeded.</b> The Youth Headquarters (YHQ) attracted patronage from 6,369 young people.
Attract 63,400 visitors to the Ballarat Fine Art Gallery.	<b>Goal achieved and exceeded.</b> The Ballarat Fine Art Gallery attracted 68,740 visitors.
Ensure 3,300 residents visit the Begonia Festival.	<b>Goal achieved and exceeded.</b> The Begonia Festival attracted 4,800 residents from Ballarat over the five-day event, plus a further 800 residents participated as volunteers, performers or exhibitors.
Achieve an indexed mean rating of 58% in the Annual Community Satisfaction Survey for Council's community engagement in decision making on local issues.	<b>Goal not met.</b> Council achieved an indexed mean rating of 54 for community engagement in decision making on local issues in the annual community satisfaction survey. See Performance Statement on page 61 for an explanation.
Conduct 18 consultation sessions and meetings with the Indigenous community in a commitment to the Reconciliation Strategy.	<b>Goal not met.</b> A total of 16 sessions, meetings and events occurred with the Indigenous community of Ballarat.





# 02. OUR CONNECTIONS

## PERFORMANCE AGAINST SPECIFIC PROJECTS

### Council Plan Project 7.1 - Support the community and recreational groups that offer the widest range of opportunities to people who have the fewest resources.

Throughout the 2006-2007 financial year Council's City Wellbeing division provided ongoing support to many of Ballarat's clubs, groups, community organisations and age groups. Council's Youth Service unit developed and implemented a Youth Strategy, which will assist in the provision of appropriate and required youth programs, while the Recreation Services unit worked closely and cooperatively with many sporting groups and associations to ensure they remained active while their playing surfaces became unsafe due to severe drought.

### Council Plan Project 7.2 - Develop measures to address homelessness, housing insecurity, and the needs of the hidden communities of greatest need.

Council continued to lease a space for a youth centre and increased the services available at the centre with the recruitment of a generalist youth support/counsellor, while the successful Youth Participation & Access program, called Zaque, became the largest same sex attracted youth support/social group in regional Victoria.

### Council Plan Project 7.3 - Maximise value from existing community resources by reducing duplicated effort through better integration and coordination of existing activities.

An internal review of operations at the Ballarat Fine Art Gallery resulted in changes to the staffing structure, allowing greater integration of the Gallery into Council's extensive service infrastructure. Maintenance of the fabric of the building is now undertaken by Council's Works unit, while the front of house and shop staff report to a city wide visitor services unit, allowing for a more consistent standard of service across several of the city's main cultural attractions.

### Council Plan Project 7.4 - Support and develop community cultural pursuits and projects that work with various individuals and groups from various backgrounds within the community.

Council's Events unit completed the City of Ballarat Festivals and Events Strategy, providing guidance and a strategic framework for the events undertaken by Council. The unit also managed the inaugural Ballarat Australia Grand Prix Road Cycling series and for the very first time held a criterium race along Sturt Street in the heart of Ballarat. In addition to this cycling coup, Ballarat also won the bid to host the Australian National Road Cycling Championships for three years. The first event was held in January 2007 and was a huge success, bringing an estimated \$1.7 million in revenue into the city.

Council produced a highly successful Australia Day event for all Ballarat residents to enjoy and developed and managed the first ever night-time Ballarat Begonia Festival parade which included 921 participants and brought 10,000 spectators into the CBA.

The Ballarat Fine Art Gallery hosted a survey exhibition and catalogue of the drawings of Jan Senbergs; the first full scale retrospective of the work of Criss Canning, and an exhibition and catalogue celebrating the cow in art. The abovementioned exhibitions all achieved high critical acclaim and resulted in significantly increased visitation during the 2006-2007 financial year. At Her Majesty's Theatre, over 300 individual performances were presented, which 76,914 people attended, an increase in attendances of 21.06 percent from the year prior.

### Other Achievements and Highlights

The foyer of The Eureka Centre was upgraded with the addition of a banner, signage and visual material in order to raise the profile of the Eureka exhibition.

### Challenges and Setbacks

The Conservation Management Plan and Feasibility Study for the upgrading and restoration of Her Majesty's Theatre were not adopted by Council within the financial year.

At the Eureka Centre visitation did not meet the key performance target set and once again drought greatly impacted on one of Council's services, with the Ballarat Begonia Festival moved out of the Botanical Gardens to ensure visitors did not impact on the significant, historical trees under threat from drought within the Botanical Gardens.

THE COUNCIL PLAN OUTLINES A NUMBER OF SPECIFIC PROJECTS UNDER 'OUR CONNECTIONS' TO BE UNDERTAKEN BETWEEN 2006 AND 2011. THE FOLLOWING SECTION OUTLINES THE PROGRESS AND STATUS OF THOSE PROJECTS UNDERTAKEN DURING THE 2006-2007 FINANCIAL YEAR.

## Our Endeavours for 2007-2008 and Beyond

- Continue development and distribution of RANDOM e-newsletter.
- Publish youth events calendar on Council's website.
- Deliver major capital works improvements for the community halls in partnership with Regional Development Victoria.
- Participate in the implementation of the former Golden Point primary school redevelopment project.
- Continue to support the Wendouree West and Delacombe community renewal projects.
- As part of the Reconciliation Strategy, maintain links between the Unfinished Business Advisory Committee's Health and Wellbeing sub-committee and the Council's Municipal Public Health Plan.
- Assist with the implementation of a major arts project at the former Golden Point primary school.
- Finalise Miners Rest Outline Development Plan and undertake amendment to Planning Scheme.
- Continue to support and develop the Youth Council.
- Continue to support Zaque and provide a safe environment for same sex attracted youth.
- Conduct community audit and social demographic of other possible disadvantaged areas of Ballarat.
- Redevelop Leawarra Crescent Delacombe via installation of public art works.
- Proceed with feasibility study to install CCTV in late night entertainment areas.
- Review community safety plan.
- Use review of Municipal Public Health Plan to evaluate extent of community participation and connectedness.
- Establish an Arts Advisory Board.
- Develop new initiatives for the Camp Street precinct.
- Support the Ballarat Volunteer Resource Centre.
- Structure Arts in the Parks in order to provide emerging arts practitioners with practical experience.
- Organise training and education for community groups in order for them to operate effectively and continue to provide their valuable services.
- Assist with research on the economic impact of arts and cultural activity in collaboration with the University of Ballarat.
- Link young people with job employment networks and support young people staying in Ballarat.
- Continue partnership with Lead On to develop leadership skills amongst youth.
- Review community access to the Ballarat Fine Art Gallery.
- Conduct feasibility study into the future direction and operation of Her Majesty's Theatre.
- Celebration of 20 year anniversary of Ballarat's sister city relationship with Inagawa, Japan.
- Support the Ballarat Friends of Ainaro committee to facilitate the placement of an Australian Volunteers International community worker in Ainaro, East Timor.
- Review the Boards of both the Ballarat Fine Art Gallery and Her Majesty's Theatre.
- Review and develop plans for the Eureka Stage 2 project.

### Council Plan 2007-2012



# 02. MANAGING OUR BUSINESS



### Strategic Priorities

- Recognise that Blueprint Ballarat is a visionary exercise that offers a framework in which all organisations can find their niche and role for its implementation.
- Maintain a high level of organisational readiness and capacity to tap into the entire range of resources available to assist in implementing Blueprint Ballarat and the Council Plan, including:
  - The community's volunteer capacity with its knowledge, experience and skills;
    - Resources available from other levels of government; and
    - Freely available research.
- Partner, not to act alone.
- Develop and continually foster partnerships in mutually beneficial ways to maximise their energy, support and potential.
- Establish trust between Council and the community and involve the community in seeking ways to increase public input to decision-making about Ballarat's future.
- Be open and receptive to new people and new ideas rather than continually relying on familiar networks and connections; to seek out enthusiasm, commitment and capacity.
- Maintain the vision of Blueprint Ballarat by linking planning and implementation processes to celebratory, rewarding and enjoyable

**OBJECTIVE.** THE CITY OF BALLARAT WILL PROVIDE TO ALL ITS COMMUNITIES OF INTEREST EFFICIENT, RESPONSIVE AND ACCESSIBLE LEADERSHIP, ADVOCACY AND SERVICE DELIVERY THAT WILL ALSO FACILITATE THE REALISATION OF THE 25-YEAR VISION OUTLINED IN BLUEPRINT BALLARAT.

- events and occasions that keep the community's imagination about Blueprint Ballarat alive.
- Cultivate an entrepreneurial perspective: can do, can be solved
- Ensure that organisational knowledge of, and commitment to Blueprint Ballarat is held across key positions in Council.
- Deliver services in the most effective and efficient manner to ensure delivery of Blueprint Ballarat and Council Plan outcomes.
- Recognise significant risk factors likely to affect Council's service delivery and decision-making performance, and develop methodologies to combat these risks which will be crucial in determining ways in which Council will deliver the outcomes of the Council Plan.

### Our Ambitions and Our Performance for 2006-2007

Ambitions	Performance
Achieve an annual community satisfaction survey result of an indexed mean of 64 for Council's overall performance.	<b>Goal not met.</b> Council achieved an indexed mean rating of 59 for overall performance in this year's annual community satisfaction survey. See Performance Statement on page 61 for an explanation.
Achieve an annual community satisfaction survey result of an indexed mean of 65 for advocacy and representation on key local issues.	<b>Goal not met.</b> Council achieved an indexed mean rating of 60 for advocacy and representation in this year's annual community satisfaction survey. See Performance Statement on page 61 for an explanation.
For the Blueprint Ballarat Community Committee to develop and implement a community action plan to report back to the community on Blueprint by Nov 06.	<b>Goal achieved.</b> The Blueprint Ballarat Community Committee produced its scorecard in November 2006.
Resolve 75% of all customer service enquiries at the first point of call.	<b>Goal achieved and exceeded.</b> For 2006/07, 85% of all customer service enquiries were resolved at the first point of call.
Number of visits to City of Ballarat's Website is equal or greater than 210,000	<b>Goal achieved and exceeded.</b> For 2006/07 227,900 visits were received for the City of Ballarat's Website.
Reduction in Workcover premium by 10%	<b>Goal achieved and exceeded.</b> The reduction in the Workcover Premium was 18 percent.
Ensure Council's Operating Budget maintains an operating surplus of at least \$5 million and that operating expenditure is contained to CPI or less.	<b>Goal achieved and exceeded.</b> The operating surplus was \$10.5m and operating expenditure was contained to CPI.
Spend no less than \$11m on capital works.	<b>Goal achieved and exceeded.</b> Council spent \$30m on capital works.
Manage Council's finances so that its debt to revenue ratio is less than 150 percent and debt servicing costs to rate revenue ratio is less than 10 percent;	<b>Goal achieved.</b> At the end of 2006/07 Council's debt to revenue ratio was less than 150% and its debt servicing costs to rate revenue ratio were less than 10%;
That cash levels are managed so that services can be delivered without the use of overdraft facilities.	<b>Goal achieved.</b> Cash levels were managed so that services were delivered without the use of overdraft facilities





# 02. MANAGING OUR BUSINESS

## PERFORMANCE AGAINST SPECIFIC PROJECTS

**Council Plan Project 8.1 - Recognise that Blueprint Ballarat is a visionary exercise that offers a framework in which all organisations can find their niche and role for its implementation.**

During 2006-2007 Council's Corporate Planning unit supported the Blueprint Ballarat Community Committee in identifying and coordinating cross-sectional projects and initiatives to achieve the community's vision for Ballarat in 2030. Council assisted the Committee in holding a number of community forums around key topics such as transport, as well as reporting achievements over the past year.

**Council Plan Project 8.3 - Partner, not to act alone - develop and continually foster partnerships in mutually beneficial ways to maximise their energy, support and potential.**

In 2006-2007, Council's Executive unit continued to partner with adjoining municipalities to conduct regular Central Highlands Regional Mayors' and CEOs' Forums. These forums allow the organisation, through the Mayor and CEO, to share information and knowledge with representatives from adjoining municipalities on key priorities and projects that are of mutual interest and concern, such as water resource management, transport, land use and environmental planning.

**Council Plan Project 8.4 - Establish trust between Council and the community and involve the community all the way through seeking meaningful**

**ways to increase community input to decision-making about the ways forward.**

Implementation of the Marketing and Communications Strategy was ongoing during 2006-2007, ensuring the community remained informed of Council's decisions and services. Communication channels were streamlined to improve access to Council information, while ongoing marketing and communications, media and issues management support was provided to Council staff, Councillors and Blueprint Ballarat projects, initiatives and programs.

The Governance unit ensured the organisation operated within its good governance framework, while Council's Information Services unit provided the organisation with adequate tools and systems to support the community, including Council's website: [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au). During 2006-2007 visitation to the website continued to grow from 209,000 to 227,900. This jump in visitation is a result of significant updating and reconstruction of the site, as well as more consistent promotion and efficient procedures.

**Council Plan Project 8.10 - Recognise significant risk factors likely to affect Council's performance in terms of service delivery and decision-making and develop methodologies to combat these risks which will be crucial in determining ways in which Council will deliver the outcomes of the Council Plan.**

To ensure safety for all staff, Council's Risk Advisors continued to implement a range of hazard management and safety awareness initiatives. These initiatives aim to improve staff awareness of correct health and safety procedures and policies.

### Other Achievements and Highlights

Council's City Marketing division undertook the development of a signage strategy for the municipality, following on from the successful establishment of the 'Ballarat, Come to Life' destination brand. The strategy involves the establishment of new place signage, as well as key attraction and directional signage.

Council's Information Services unit conducted 11 citizenship ceremonies and ensured Council meeting agendas were delivered at least three working days ahead of meetings. In October 2006 Council adopted a framework for public participation, consultation and community engagement. The framework aims to improve Council's interaction with its community by developing consultation skills and processes within the organisation and Councillors and better integration of policies and strategies.

During the 2006-2007 financial year Council's Human Resources unit provided traineeship and apprenticeship opportunities to the Indigenous community and people with a disability, successfully filled more than 70 full-time, part-time and casual vacant positions and improved organisational and Human Resources policies and procedures.

THE COUNCIL PLAN OUTLINES A NUMBER OF SPECIFIC PROJECTS UNDER 'MANAGING OUR BUSINESS' TO BE UNDERTAKEN BETWEEN 2006 AND 2011. THE FOLLOWING SECTION OUTLINES THE PROGRESS AND STATUS OF THOSE PROJECTS UNDERTAKEN DURING THE 2006-2007 FINANCIAL YEAR

### Challenges and Setbacks

The Marketing and Communication unit experienced delays in developing a rebranding strategy for the City of Ballarat, to ensure consistency of message across all Council services and projects.



### Our Endeavours for 2007-2008 and Beyond

- Produce 2007 version of Blueprint Ballarat and update the Blueprint Committee's communications plan.
- Launch Blueprint Community magazine.
- Run workshops and training programs for staff on community consultation methods.
- Implement recommendations from Council's Marketing and Communications Strategy.
- Increase exposure and adoption of destination brand by the local community through sporting, community and business groups.
- Continue work with the seven Central Highlands regional councils to develop regional strategies to present to the State Government.
- Conduct 4 "Out and About" customer service sessions throughout the year at Ballarat Show, Airport Open Day and two neighbourhood sessions.
- Continue to review the Long Term Financial Strategy.
- Adapt the Quality Management System ISO 9001 for the Parks business unit.
- Continue to trial the Streamlined Planning through Electronic Applications and Referrals (SPEAR) project for planning applications.
- Refine use of laptops in building approvals process.
- Undertake Business Improvement@ Ballarat service reviews for Local Laws and Traffic, Environmental Health, Works, Parks, Admin and support functions and Human Resources.
- Implement skills competency program for staff
- Undertake targeted recruitment programs for identified skill shortage areas.
- Commence conversion of all corporate databases to SQL.
- Conduct annual review of risk assessment and mitigation actions.
- Continue to review Council's purchasing policy to ensure maximum value for money transactions occur.
- Review Council's fire management responsibilities in light of recommendations from State Government's review of the Country Fire Authority Act/Council Plan 2007-2012



# 02. OUR SAFE WORK PRACTICES



## Policy and Commitment Statement

The City of Ballarat is committed to providing work environments and conditions that are safe and without risks to health. We acknowledge that all employees, contractors, visitors and the public have the right to be safe.

We have achieved this commitment by integrating safety into all aspects of our business. This has changed the focus from reactive post-incident management of incidents and injuries to a preventative pro-active approach of eliminating hazards and risks at the source.

## Achieving our Strategic Objectives

The Risk Advisors together with management and employees have continued the implementation of the strategic OHS Management Plan. The plan encourages a commitment to continuous improvement from all staff through acknowledgement of their roles and responsibilities in making the workplace safe. Key elements of the OHS Strategic Plan include:

### – Consultation with Employees

Raising the profile of Health and Safety in the workplace has seen a 25 percent increase in the number of Health and Safety Representatives (HSR). The HSRs chair and run their respective committee's and meet monthly to discuss issues relevant to their designated work groups. Guest speakers have been invited to present topics such as 'equal opportunity officer roles' and 'how to chair a meeting effectively' to increase knowledge and improve outcomes. The Risk Advisors produce a bi-monthly newsletter through which they are able to provide information to all employees on current OHS issues. An Executive OHS committee has also been established to oversee the implementation of the strategic OHS plan for the organisation.

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

The organisation has focused on specific hazards and developed action

plans to ensure the risks associated with these hazards are reduced as far as are practicable. During the past year a number of new initiatives and training have been implemented to improve health and safety for employees, contractors and visitors including:

- Sunsmart training was rolled out to all outdoor staff along with a new policy and procedure. The Sunsmart initiative has led to changes in personal protective clothing to reduce the risk of exposure to UV radiation by outdoor employees.
- Hazardous substance training was completed with staff from Works and Parks units and shared with health and safety representatives from Aged and Disability services.
- A new Infection Control policy was developed to cover all areas of Council that may be exposed to infectious waste products. A focus group was developed to assist with the policy. The focus group consulted extensively with external agencies, specifically the Department of Human Service;
- A noise assessment survey was conducted to identify plant and equipment that may be producing excessively high noise levels. This will also assist with future purchases as to implement a 'buy quiet' policy.
- A program was initiated to proactively identify workplace hazards through the use of Workplace Hazard Checklists for all departments. This has enabled more staff to get involved in safety and work with HSR's and

managers to proactively identify workplace hazards specific to their environments.

### – Psychosocial stress prevention

The 2006-2007 financial year saw an increase in only one hazard area, 'psychosocial stress'. In order to prevent future psychosocial stress claims a review of potential 'hot spots' was completed. A pilot program was then delivered using strategies to identify stress utilising insight, awareness and management using individual control versus group control. Concurrent to the program the work environment was reviewed and opportunities for improvement identified and implemented.

### – Training and employee induction

All HSRs attended an approved five-day course for safety representatives.

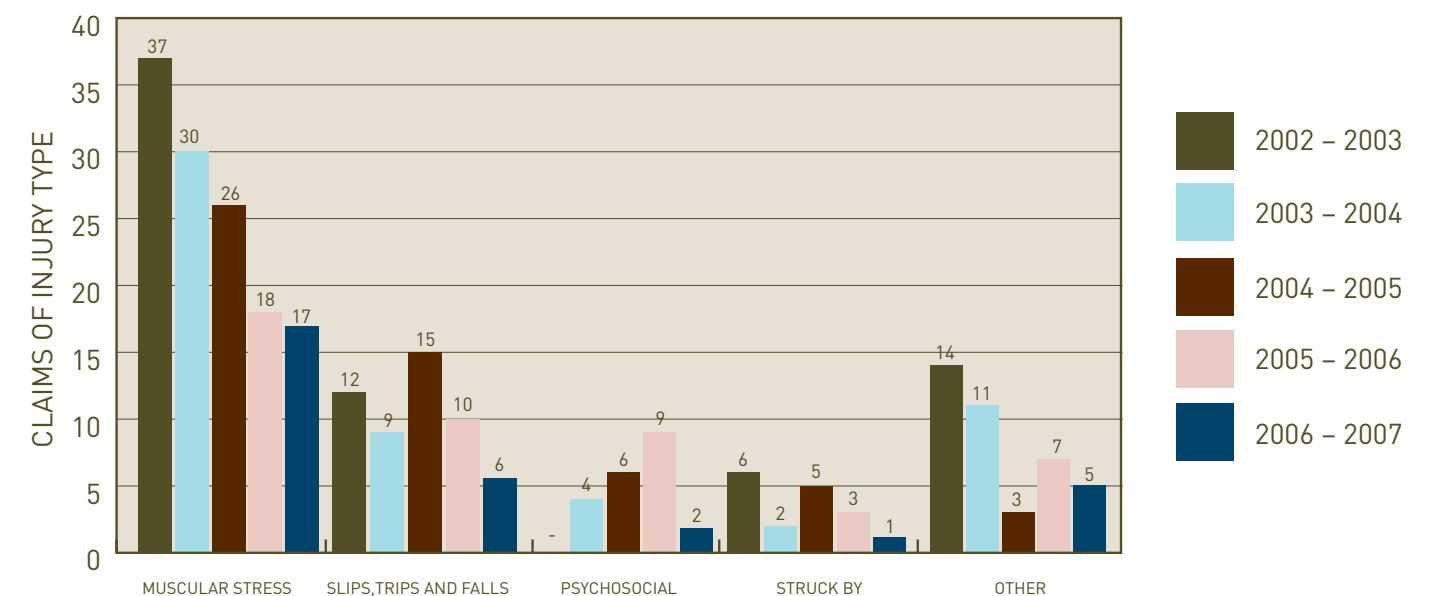
Fourteen employee representatives attended a course through VIOSH at the University of Ballarat. Over the past 12 months the advisors have attended all team/department meetings to discuss organisation wide OHS policies/procedures, inform employees of the new Safety Register and to find out more about department specific safety matters. The Advisors have also presented to the Executive Management Team, Senior Management Group and Councillors on both OHS and injury management related matters.

### – Injury Management

Council has had a very successful year in relation workplace injuries. The Risk Advisors have continued using proactive interventions to manage workplace injuries. 'Keeping in contact' with injured workers

continues to be a key element as well as an increased focus on collaboration with Treating Health Practitioners to identify more opportunities for early return to work. A significant decrease in time lost due to injury has been achieved by identifying alternative duties and programs, such as a 'buddy system'. The proactive intervention strategy and alternative duties program has reduced time lost to injury by 78 percent. There has also been a reduction in new Standard WorkCover claims from 47 in 2005-2006 to 31 in 2006-2007.

The chart below provides an indication of the types of injuries that Council employees have sustained during 2006-2007 compared to the four years prior.





# 03 ■ OUR BUSINESS AND FINANCIAL POSITION



## 2006-2007 PERFORMANCE STATEMENT

SECTION 152 OF THE LOCAL GOVERNMENT ACT REQUIRES THE CITY OF BALLARAT TO REPORT ON ITS PERFORMANCE AGAINST THE TARGETS AND MEASURES FOR THE KEY STRATEGIC ACTIVITIES SPECIFIED IN THE BUDGET FOR THE 2006-2007 FINANCIAL YEAR. THE MEASURES USED WERE THE KEY PERFORMANCE INDICATORS IN THE STATE GOVERNMENT'S ANNUAL LOCAL GOVERNMENT COMMUNITY SATISFACTION SURVEY.

Key Strategic Activity	Performance Measure	How Data is Reported	06 Baseline	06/07 Target	06/07 Actual
<b>Our People</b>					
Improving community relationships	Community satisfaction rating for interaction and responsiveness in dealing with the public	Annual Community Satisfaction Survey	74	75	68
<b>Our Services and Infrastructure</b>					
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for local roads and footpaths	Annual Community Satisfaction Survey	55	55	55
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for traffic management and parking facilities	Annual Community Satisfaction Survey	54	54	54
Ensuring appropriate development occurs in the community	Community satisfaction rating for town planning policy and approvals	Annual Community Satisfaction Survey	56	57	52
<b>Our Jobs and Investments</b>					
Providing economic development services	Community satisfaction rating for economic development	Annual Community Satisfaction Survey	63	65	61
<b>Our Health and Resilience</b>					
Providing quality community services	Community satisfaction rating for health and human services	Annual Community Satisfaction Survey	74	74	73
Providing quality recreational facilities	Community satisfaction rating for recreational facilities	Annual Community Satisfaction Survey	62	67	65
Providing a safe environment for the community	Community satisfaction rating for enforcement of local-laws	Annual Community Satisfaction Survey	63	65	64
<b>Our Learning and Knowledge</b> – There is no Key Strategic Activity that relates specifically to this Blueprint Ballarat theme					



# 03

## PERFORMANCE STATEMENT

Key Strategic Activity	Performance Measure	How Data is Reported	06 Baseline	06/07 Target	06/07 Actual
<b>Our Environment and Heritage</b>					
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for appearance of public areas	Annual Community Satisfaction Survey	63	68	65
Providing waste services that are environmentally sustainable	Community satisfaction rating for waste management	Annual Community Satisfaction Survey	73	74	74
<b>Our Connections</b>					
Engagement of community in decision making on local issues	Community satisfaction rating for Council's engagement in decision making on local issues	Annual Community Satisfaction Survey	56	58	54
Strengthening advocacy processes	Community satisfaction rating for advocacy and representation on key local issues	Annual Community Satisfaction Survey	64	65	60
<b>Managing our Business (Governance)</b>					
Improving community perceptions	Community satisfaction rating for overall performance generally of the Council	Annual Community Satisfaction Survey	62	64	59
Improving community perceptions	Community satisfaction rating for overall performance in key service areas and responsibilities of the Council	Annual Community Satisfaction Survey	63	65	62

## INTERPRETIVE ANALYSIS OF PERFORMANCE

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

Actual performance achieving target:

- Local roads and footpaths;
- Traffic management and parking facilities; and
- Waste management.

Actual performance matched or bettered the actual performance in 2005-2006:

- Local roads and footpaths;
- Traffic management and parking facilities;
- Waste management;
- Recreational facilities;
- Enforcement of local laws; and
- Appearance of public areas.

Actual performance within two percentage points of target:

- Health and human services;
- Recreational facilities; and
- Enforcement of local laws.

Actual performance within four percentage points of target:

- Economic development;
- Appearance of public areas;
- Council's engagement in decision making on local issues; and
- Overall performance in key service areas and responsibilities.

The results for 2007 are very similar to those of 2006 in that 10 of the 13 indicator results were within four points or equalled the targets set. Despite these results, the community believes Council should particularly

improve its performance in areas that relate to Council's contact with and advocacy for the community and its town planning policy and approvals process.

Some of the reasons for the less than expected results are Council's development of a wide range of strategic plans that have been slightly controversial in nature such as the relocation of the Ballarat Livestock Selling Centre, industrial land rezonings and a number of heritage issues.

The severe drought conditions continued and were epitomised by the stark reality of Lake Wendouree drying up which no doubt shocked the community. Understandably, Council is perceived to have direct responsibility for water related matters affecting facilities such as the Lake, however, there are higher authorities that have greater responsibility for the supply of water to the Ballarat community. Nevertheless Council works collaboratively with these authorities and contributes through the Lake Blitz program and other strategies.

Council strives to be responsible in the usage of water that it controls hence the development of its drought proofing strategy and the creation of sports precincts to enable different sporting disciplines to continue their programs under a rationalised water consumption regime. Also under this regime Council has attempted to maintain the appearance of open space to a reasonable standard, given the dry conditions, with some success.

With respect to recreational facilities the Buninyong and Brown Hill

communities, under the threat of closure of their outdoor pools, gave undertakings that they would increase the patronage of their respective pools over the 2006-2007 summer season in order to retain their continued operation. Council agreed therefore to continue to fund the maintenance and operation of the pools for the season and the positive survey results would suggest a successful partnership occurred between Council and the community in this regard.

The results for these two areas reflect these improvements with both the appearance of public places and recreational facilities results being two and three points respectively better than their survey results in 2006.

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

- Local roads and footpaths;
- Waste management; and
- Health and human services.





# 03 COUNCILLOR PARTICIPATION

Portfolio Councillors	
City Infrastructure	Cr Jones
City Development	Cr Anderson
City Wellbeing	Cr Hudson
City Wellbeing – Aged and Disability Services	Cr Ruyg
City Governance	Cr Hayes
Finance	Cr Vendy
Organisation Development	Cr Hayes
Marketing	Cr Innes
City Attractions	Cr Innes
Lead Councillors	
Water	Cr Rigg and Cr Jones
Blueprint Ballarat	Cr Hudson and Cr Vendy
Long Term Financial Strategy	Cr Vendy
Asset Management	Cr Jones
Heritage	Cr Ruyg and Cr Anderson
Ballarat Livestock Selling Centre	Cr Rigg
External Bodies	
Central Highlands Mayors' and CEOs' Forum	Mayor of the Day, Cr Rigg
Ballarat Regional Multicultural Council	Mayor of the Day, Cr Rigg
Central Highlands Regional Library Corporation	Mayor of the Day
Commerce Ballarat	Cr Vendy
Committee for Ballarat	Mayor of the Day
Highland Waste Management Group	Crs Jones and Vendy
Municipal Association of Victoria	Crs Jones and Vendy
Local Learning Education Network	Mayor of the Day
Regional Cities Group	Mayor of the Day
cBallarat	Mayor of the Day
Victorian Local Governance Association (VLGA)	Mayor of the Day

Special Committees of Council (Created Pursuant To S86)	
Arch of Victory/Avenue of Honour	Learmonth and Alfredton Ward Councillors
Ascot Hall Special Committee (Coghills Creek, Cemetery)	Learmonth Ward Councillor
Audit Special Committee	Mayor of the Day and Cr Hayes
Ballarat Fine Art Gallery	Cr Innes
Ballarat Friends of Ainaro Community Committee	Crs Hudson (Chair) and Vendy (Deputy Chair)
Ballarat Friends of Ainaro Community Committee	Cr Hudson (Chair), Cr Vendy (Deputy Chair)
Ballarat Japan Community Committee	Cr Rigg (Chair), Cr Jones (Deputy Chair)
Ballarat Municipal Observatory Special Committee	Canadian Ward Councillor (ex-officio)
Blueprint Ballarat Community Committee	Crs Vendy and Hudson
Brown Hill Hall Special Committee	Caledonian Ward Councillor (ex-officio)
Buninyong Town Hall Special Committee	Buninyong Ward Councillor (ex-officio)
Burrumbeet Soldiers Memorial Hall Special Committee	Learmonth Ward Councillor (ex-officio)
Cardigan Village Community Centre Special Committee	Learmonth Ward Councillor (ex-officio)
CEO Performance Review Special Committee 2006/2007	Mayor of the Day, Deputy Mayor, Crs Hudson and Hayes.
Eastern Central Business Area Precinct Steering Committee	Mayor of the Day (Chair) and Cr Jones
Her Majesty's Theatre	Cr Innes
Invermay Recreation Reserve Special Committee	Nerrina Ward Councillor (ex-officio)
Lake Burrumbeet Advisory Committee	Learmonth Ward Councillor (ex-officio)
Lake Learmonth Advisory Committee	Learmonth Ward Councillor (ex-officio)
Lake Wendouree and Gardens Special Committee	Crs Ruyg (Chair) and Vendy
Marty Busch Reserve Advisory Committee	Sebastopol Ward Councillor (ex-officio)
Miners Rest Hall Special Committee	Learmonth Ward Councillor (ex-officio)
Mt. Buninyong Scenic Reserve Management Advisory Committee	Buninyong Ward Councillor (ex-officio)
Sebastopol RSL Hall	Sebastopol Ward Councillor
Scotsburn Public Hall Special Committee	Buninyong Ward Councillor (ex-officio)
Warrenheip Hall Special Committee	Nerrina Ward Councillor (ex-officio)



# 03 COUNCILLOR PARTICIPATION

## Committees Established Under Other Acts

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

## Working Parties Established By Agreement

Ballarat Community Safety Committee	Crs Vendy and Hudson
Fast Train Committee	Mayor of the Day and Cr Jolly
Responsible Gaming Committee	Cr Hudson
Regional Cities Victoria Group	Mayor of the Day

## Advisory Committees Created By Council

Aquatic Centre Committee	Cr Hudson
Ballarat Livestock Selling Centre Advisory Committee	Crs Rigg (Chair) and Jolly
Ballarat/China Community Committee	Cr Hayes
Children's Services Advisory Committee	Cr Hudson
Destination Ballarat Advisory Committee Board (previously a section 89 special committee)	Cr Innes
Disability Advisory Committee	Cr Jones
Heritage Advisory Committee	Crs Ruyg and Anderson
Road Safety Advisory Committee	Crs Jones and Hudson
Unfinished Business Advisory Committee	Mayor of the Day
Water Resources Committee	Mayor of the Day, Cr Rigg

## Internal Working Groups

Christmas Celebrations Working Group	All Councillors
Grants and Contributions Fund Allocation Committee	Crs Hudson, Jones, Innes, Hayes, Ruyg and Anderson.

## COUNCILLOR ATTENDANCE 2006-2007

### From a total of:

Fifteen Ordinary Council Meetings;  
Eight Planning & Development Special Committee Meetings; and  
Four Special Council Meetings.

	Ordinary Meeting of Council (15)	Planning & Development Special Committee Meeting* (8)	Special Council Meetings (including Statutory Meeting) (4)	Apology/LOA	Total Meetings Attended (27)
Cr Hudson	15	7	3	2	25
Cr Innes	15	7	4	1	26
Cr Jolly	12	7	3	5	22
Cr Jones	15	7	3	2	25
Cr Rigg	11	6	3	7	20
Cr Vendy	14	7	3	3	24
Cr Hayes	13	7	4	3	24
Cr Ruyg	15	8	4	0	27
Cr Anderson	14	8	4	1	26

\* The Planning & Development Special Committee (a Special Committee of Council) was established by Council on 9 August 2006 and commenced on 13 September 2007. The Planning & Development Special Committee ceased in April 2007. The last meeting of Committee was held on 11 April 2007.





# 03.

## CITIZENSHIP CEREMONIES

During the 2006-2007 financial year, the Mayor and Chief Executive Officer conducted 14 citizenship ceremonies (12 public and two private) at various venues throughout the City of Ballarat including the Mayor's Room, the Town Hall Reception Room, the Trench Room, the Mining Exchange and the Robert Clark Centre in the Ballarat Botanical Gardens on Australia Day 2007. In total, 157 candidates from 32 different countries around the world were naturalised and became Australian citizens.

## CIVIC RECEPTIONS

1 JULY 2006 – 30 JUNE 2007

- 3 July: NAIDOC WEEK
- 10 July: Welcome to Turkish Students/Teachers and Host Families
- 4 August: Tidy Towns
- 10 August: Welcome to new UB Vice Chancellor
- 28 August: Vietnam Vets Long Tan Remembrance
- 22 September: Grand Mason Freemasons
- 6 October: 150 years of Ballarat Health Services
- 13 October: Contributors to Ballarat Secondary College's "Link-up" program
- 20 November: Launch of the Adam Lindsay Gordon booklet
- 28 Feb: Launch of Jobs for Youth
- 8 March: Rural Women's Awards – Mining Exchange
- 9 March: Ballarat South Presbyterian Parish 150th Anniversary Celebrations

- 27 March: Ballarat High School Centenary
- 29 March: North Ballarat Football Club
- 30 March: VRFBA State Championships 2007 - Cocktail Function
- 10 April: Sebastopol & District Lions Club 35th Charter Anniversary
- 27 June: Kevin Rudd Function
- 28 June: 140th Anniversary of The Courier

## LOCAL LAWS

Local Government is empowered to make local laws under Part 5 of the Local Government Act 1989. As of 30 June 2007, the City of Ballarat had a number of local laws.

### Community Local Law no. 5

Community Local Law No. 5 is effective from 1 January 2000 to 31 December 2009.

The purpose of the 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 streets, roads, City of Ballarat 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 saleyards and to prescribe the level of those fees; and
- Prescribes the days and hours during each day, on which sales can be held at the saleyards.

### Meeting Procedures Local Law No. 14

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

The purpose of the Local Law is to:

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

**NOTE: COPIES OF ALL LOCAL LAWS CAN BE OBTAINED FROM THE TOWN HALL, STURT STREET BALLARAT DURING NORMAL OFFICE HOURS OR VIA COUNCIL'S WEBSITE [WWW.BALLARAT.VIC.GOV.AU](http://WWW.BALLARAT.VIC.GOV.AU)**

## INFORMATION PRIVACY ACT 2000

With the Information Privacy Act 2000 as well as the Health Records Act 2001. This requires Council to adhere to the 10 Information Privacy Principles as well as the 12 Health Information Principles. The City of Ballarat's Privacy Officer received 18 privacy queries within the 2006-2007 financial year. These queries were received from both internal staff members as well as external customers requesting information held within Council.

## RISK MANAGEMENT

The City of Ballarat is committed to the reduction of risk exposure in the public domain and the protection of City assets. Through the implementation of risk management strategies and practices, the City has been successful in reducing the incidence of public liability claims and loss and damage to infrastructure.

## BUSINESS IMPROVEMENT@ BALLARAT

The Business Improvement @ Ballarat Framework (BI@B) is a process developed and used by the City of Ballarat to meet the Best Value

principles and create a customer-focused organisation. The process has evolved over the last two years and had a significant impact on how the City of Ballarat business units work within and on the system.

### The objectives of BI@B are to:

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

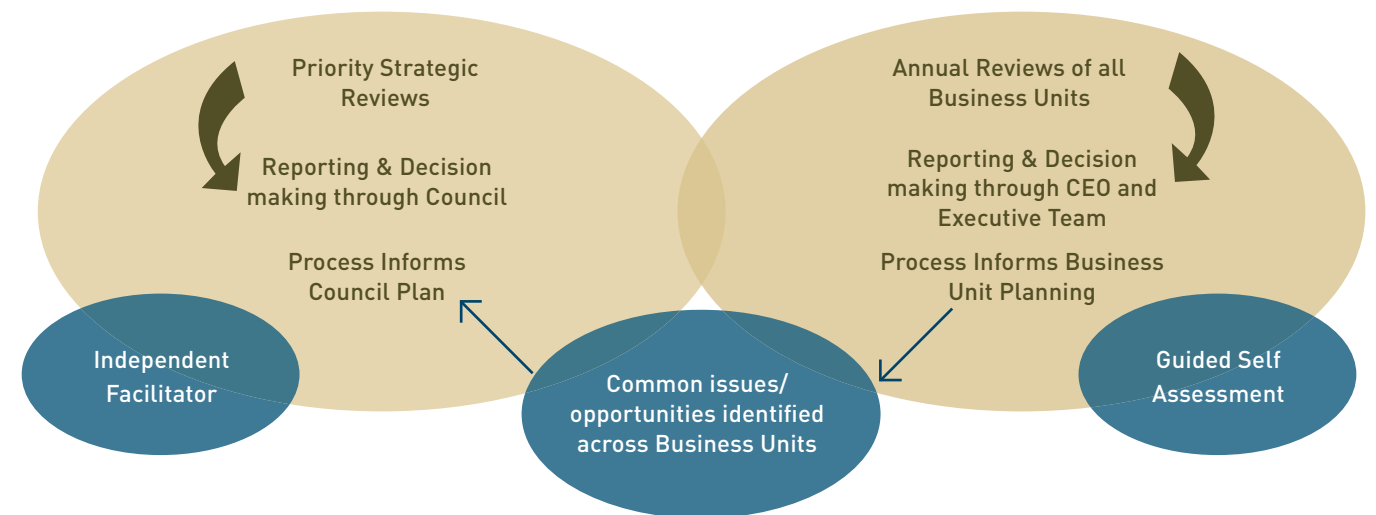
### The BI@B process occurs at two levels:

- Firstly, annual reviews of all business units using a guided self-assessment process, against 26 criteria, with support provided by experienced facilitators from the City of Ballarat Governance Directorate. Changes made to business operations are regularly communicated to our community in the "MyBallarat" community magazine.

## Seventeen business units completed this service in 2006-2007.

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

## Seven strategic reviews were completed in 2006-2007.



# 03.

## FREEDOM OF INFORMATION

How many requests did City of Ballarat receive?

Total requests received	16
Personal requests	3
Non-personal requests	13

What happened?

Full access given	6
Part access given	3
Denied in full	2
Withdrawn	0
Not proceeded with	1
Act does not apply	0
Not processed	0
No documents	2
Released outside the act	1
Not finalised	1

One internal review was conducted and the outcome was confirmed.

No appeals to VCAT were received.

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

Section 25A(1)	0
Section 30(1)	0
Section 32(1)	0
Section 33(1)	3
Section 34(1)(a)	1
Section 36(1)(a)	0
Section 36(1)(b)	0
Section 38A(a)(b)	1

## Fees and Charges

\$322.50 was collected in application fees. In one instance the application fee was waived.

## PROTECTED DISCLOSURES

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

With respect to Section 104(b)-(j) and 105 there was a nil return for 2006-2007. In other words, during the year there were no protected disclosures made to the City of Ballarat.

## INFORMATION AVAILABLE FOR INSPECTION

Under section 98 (Other Documents) of the Local Government Regulations 1990, the City of Ballarat is required to identify and publicise that the following information is available for public inspection at the Town Hall, Sturt Street:

- 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 City or employer contribution to superannuation, the value of any motor vehicle provided by the organisation and the total value of any other benefits and allowances provided by the City of Ballarat;
- Details of overseas or interstate travel, with the exception of interstate travel to a neighbouring municipality, undertaken in an official capacity by Councillors or any member of staff in the previous 12 months, including the names of the Councillors or staff members and the date, destination, purpose and total cost of the overseas or interstate travel;
- Names of 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 where such 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 major committees established and the purpose for which each committee was established;
- A list of all major committees established 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 where such minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Local Government Act;
- Applications for enrolment on the voters' roll under sections 12 and 13 of the Act for the immediate past roll and the next roll being prepared;
- Register of delegations kept under section 87 and 88 of the Local Government Act.
- Submissions received under 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;
- A register of all property, finance and operating leases involving land, buildings, plant, computer equipment and vehicles entered into by the City of Ballarat as lessor or lessee that includes details of the name of the lessor or lessee and the term and the value of the lease; and
- Register of authorised officers appointed under section 224 of the Local Government Act.

## Membership Register 2006-2007

(p) a list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council

Amount	Vendor	Post Date	Council	Summary of Services Provided during the year
\$363.64	Australian Performing Arts Centres Association	31/7/06	C	Attendance at meetings, voting as member
\$50.00	Victoria Theatres Trust	30/11/06	C	Submission of articles
\$450.00	Victorian Assoc of Performing Arts Centres	30/11/06	C	Attendance at meetings, voting as member
\$57.27	Julius Grafton Project	13/12/06	C	Technical specifications
\$265.00	Saleyards Operators Association of NSW Inc	31/8/06	C	Just attendance at meetings
\$690.00	Institute Of Public Works Engineering	31/5/07	C	Just attendance at meetings
\$45.45	Victorian Meals on Wheels Association	30/9/06	C	Membership entitlements include; information re sector, newsletters, invitation to meetings, etc
\$612.00	CIDA Council of Intellectual Disability Agencies Vic Inc	30/11/06	C	Membership includes; sector information, invitation to conferences, meetings, etc
\$120.00	Pinarc Support Services	31/12/06	C	Membership to regional disability services peak agency
\$35.00	Cult Dev Net Inc	14/2/07	C	Membership entitlements include; sector information, invitation to workshops, etc
\$115.45	Australasian Performing Right	28/2/07	C	Provision of high level information re compliance with performance management
\$700.00	Arts Hub Australia Pty Ltd	31/5/07	C	Provision of information re arts & cultural events, issues and priorities via email bulletins.
\$400.00	Finpro - Local govt finance professionals	31/10/06	C	Local Government Accounting Group - Technical advice and confernces.
\$20,000.00	Committee for Ballarat - membership	31/7/06	C	Mayor & CEO on Board. CEO Chairs Workforce Participation Skills Task Team
\$100.00	Local Government Managers Australia	30/9/06	C	Provides Magazine Subscription
\$1,100.00	IPAA Victoria	30/9/06	C	General Newsletter Information
\$390.00	Australian Institute of Company Directors	18/12/06	C	General Information received
\$20.00	Westvic Academy Of Sport	31/1/07	C	CEO on Board
\$1,410.00	The CEO Institute	31/3/07	C	CEO Member Syndicate #56
\$1,410.00	The CEO Institute	31/5/07	C	CEO Member Syndicate #56
\$30,942.80	Municipal Association of Victoria	31/7/06	C	
\$7,219.00	Victorian Local Governance Association	28/2/07	C	
\$7,757.00	VECCI (Ballarat)	31/1/07	C	Employment and industrial relations advice and training
\$350.00	Australian Institute Of Export Pty Ltd	31/5/07	C	"Export market information advice and information Conferences and workshops on export Funding programs"
\$700.00	Tourism Alliance Victoria Ltd	11/7/06	C	Nil
\$65.00	Ballarat Tourist Association	31/8/06	C	Nil
\$500.00	Australian Institute Of Building Surveyors	31/7/06	C	AIBS provides members with education programs which recognise points accredited towards professional development. From this financial year, individual membership is the only accepted form of subscription.
\$50.00	Master Builders Association	30/9/06	C	Master Builders provides information to Council on industry practices and updates on the level of activity in the industry and future housing trends.
\$340.00	SAI Global Ltd	31/5/07	C	The Australian Standards are continually reviewed/updated and are a vital part of regulatory control measures adopted by the Building Code of Australia (BCA). It is incumbent on Council to maintain a library of Standards adopted by the BCA and ensure latest amendments are attached to the relevant Standard.
\$98.18	Csiro Publishing	31/5/07	C	No services provided, updates to technical information provided by CSIRO
\$1,300.00	Geac Local Government User Group	30/9/06	C	Corporate System Administrator is the Vitorian Special Interest Group co-Ordinator. This membership includes 2 attendees and airfares to the annual conference.
\$350.00	Parking Association of Australia		C	
\$350.00	Australian-Japan Society of Victoria		C	
\$700.00	Municipal Works Officers Association		C	10 staff represent council
\$1,560.00	ICLEI		C	No services provided to this group. It is an umbrella group representing many Councils and organisations to advocate for progress on environmental issues. It supports programs that are undertaken by CoB
\$3,000.00	Central Victorian Greenhouse Alliance (CVGA)		C	No services provided to this group. It is an umbrella group representing many Councils and organisations to advocate for progress on environmental issues. It supports programs that are undertaken by CoB



# 03.

## Audit Special Committee

The Audit Special Committee members are:

- Mayor (Cr D. Vendy);
- Cr G. Hayes;
- Mr Stephen Bigarelli (Term finished 9/6/07);
- Mr Bruce Judkins (Chairman);
- Mr Graeme O'Rourke.

The Committee met four times during 2006-2007.

Wednesday 21 March, 2007

Wednesday 20 June, 2007

Wednesday 22 August, 2007

Wednesday 5 December 2007

Reports considered by the Audit Special Committee over the 2006/07 year were:-

Report	Date	Status	
AC182	Election of Chairperson	4 September 2006	Completed
AC183	Adoption of Annual Accounts for 2005/2006	4 September 2006	Completed
AC184	Audit Plan	4 September 2006	Completed
AC185	Matrix of Outstanding Items	4 September 2006	Completed
<b>AC186</b>	Auditor General Victoria – Closing audit report for year ending 30/6/06	4 December 2006	Completed
AC187	Heritage Loans – Further report	4 September 2006	Completed
AC188	Operational Review Parks and Environment – Further report	4 September 2006	Completed
AC189	Financial Report for period ending 30/9/06	4 September 2006	Completed
AC190	Matrix of Outstanding Items	4 September 2006	Completed
AC191	Financial Report for month ending 31 December 2006	21 March 2006	Completed

Report	Date	Status	
AC192	Internal Audit Report – Asset Management – Best Practice	21 March 2006	Completed
AC193	Internal Audit Report – Asset Management System – Open Space Assets	21 March 2007	Completed
AC194	Internal Audit Report – Asset Management System – Infrastructure	21 March 2007	Completed
AC195	Internal Audit Report – Economic Development	21 March 2007	Completed
AC196	Financial Report for month ending 31 March 2007	20 June 2007	Completed
AC197	Amendment to Audit Charter	20 June 2007	Completed
AC198	Victorian Competition and Efficiency Commission – Application of Competitive Neutrality Policy	20 June 2007	Completed
AC199	2007/2008 Draft Budget	20 June 2007	Completed



# 03.

## Victorian Local Government Indicators

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

### Affordability/Cost of Governance

Average Rates and Charges per assessment	\$1,138
Average Residential Rates and charges per assessment	\$8 87

### Sustainability

Average Liabilities per assesment	\$813
Operating result per assesment	\$248
Operating result	\$69

### Services

Average Operating expenditure per assesment	\$2,153
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### Infrastructure

Average Capital Expenditure per assessment	\$480
Renewal	1:0.84
Renewal and maintenance	1:0.88

### Overall Performance

Community satisfaction rating for overall performance	59
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### Advocacy

Community satisfaction rating for advocacy and representation on key local issues	60
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### Engagement

Community satisfaction rating for engagement in decision making on key local issues	54
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A LIST OF DONATIONS AND GRANTS MADE BY THE COUNCIL DURING THE FINANCIAL YEAR, INCLUDING THE NAMES OF PERSONS OR BODIES WHICH HAVE RECEIVED A DONATION OR GRANT AND THE AMOUNT OF EACH DONATION OR GRANT

## Grants and Donations Register 2006-2007

Person or Organisation	Amount
2006 Probus District Conference	\$1,000.00
2007 CFA State Championships	\$2,800.00
2007 Under 20 Australian Basketball Championships	\$3,500.00
2007 Victorian Emergency Games	\$100.00
2006 Stanley Awards	\$2,281.00
2007 Buninyong Gold King Festival	\$7,500.00
2007 Organs of the Ballarat Goldfields	\$4,000.00
2006 Royal South Street	\$1,980.00
2007 Melbourne to Ballarat Cycle Classic	\$3,000.00
2007 Medi Half Marathon	\$1,000.00
2007 14th Annual ASTSS Conference	\$1,000.00
2007 42nd Zone 7A & 8A Rotary International Institute	\$2,000.00
2007 Vincent HRD Rally	\$831.00
Burrumbeet Soldiers Memorial Hall Committee	\$66,000.00
Lions Club of Victoria	\$400.00
Blue Light - Kids Smart Victoria	\$400.00
Daylesford Recreation Centre	\$80
Bakery Hill Kindergarten	\$76
YMCA	\$72
Myrniong Primary School	\$70
Youth Services CoB	\$70
Royal South Street Society	\$70
Ballarat Theatre Organ Society	\$6,000.00





# 03.

## Grants and Donations Register 2006-2007

Person or Organisation	Amount
Graeme Davidson	\$700.00
Ian Braham (Braybook Pty Ltd)	\$15,965.85
Leipnik Nominees Pty Ltd	\$1,249.85
United Way	\$6,000.00
University of Ballarat	\$250.00
Ballarat Agricultural and Pastoral Society	\$800.00
Clunes District Show	\$250.00
United Way	\$225.00
Sweet Mona's Choir	\$4,500.00
Buninyong Bowling Club Inc	\$5,000.00
City of Ballarat Municipal Brass Band Inc	\$5,000.00
Ballarat Regional Multicultural Council Inc	\$5,000.00
Circolo Pensionati Italiani Ballarat	\$550.00
Ballarat Memorial Concert Band	\$2,500.00
York Street Church of Christ Kindergarten	\$1,755.00
Ballarat Italian Assoc Inc	\$1,360.00
Ballarat Amateur Radio Group Inc	\$1,995.00
NESB Links Inc	\$5,000.00
Uniting Care Ballarat	\$9,720.00
Alfredton Preschool & Child Welfare Centre Inc	\$850.00
Ballarat Christian Fellowship Inc	\$2,822.00
Ballarat Community Garden Group	\$3,100.00
Wendouree Baptist Youth Group	\$3,075.00
Ballarat Polish Seniors Club Inc	\$2,747.00
Delacombe Companion Club	\$515.00
North Ballarat Football Club	\$5,000.00

## Grants and Donations Register 2006-2007

Person or Organisation	Amount
bBent - Ballarat GLBTIQ Social Group	\$283.00
bBent - Ballarat GLBTIQ Social Group	\$1,600.00
Exodus Community	\$4,120.00
ABI Carer Support Group	\$2,500.00
North Ballarat Knights Football Club	\$4,000.00
Royal South Street Society	\$1,500.00
Central Highlands Regional Library Corporation	\$4,525.00
Ballarat Sudanese Association	\$1,705.00
Sebastopol College Army Cadet Unit	\$5,000.00
Crafts Council of Ballarat Inc	\$2,000.00
Buninyong Community Playgroup	\$5,221.00
Learmonth Historical Society	\$3,000.00
The Ballarat Young Parents Group	\$3,506.00
Highlands Support Services Inc.	\$4,960.00
Sebastopol District Girl Guides	\$1,341.00
Ballarat Relay for Life	\$1,500.00
State Emergency Services - Ballarat Unit	\$9,667.00
Redan Junior Football Club	\$3,732.00
Wendouree Uniting Church M.O.P.S Group	\$1,100.00
Brown Hill Progress Association	\$2,620.00
Brown Hill Progress Association	\$4,700.00
Brown Hill Progress Association	\$2,680.00
Unisports, University of Ballarat	\$5,000.00
Zaque	\$2,611.00
East Point Football Netball Club	\$1,000.00



# FINANCIAL STATEMENTS

1 JULY 2006 – 30 JUNE 2007

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# UNDERSTANDING THESE ACCOUNTS

FOR THE YEAR ENDING JUNE 2007, COUNCIL MADE A SURPLUS FOR THE YEAR FROM OPERATIONS OF \$10.657 MILLION. THIS SUPPORTS COUNCIL'S OBJECTIVE OF CREATING SUFFICIENT SURPLUSES TO REPLACE EXISTING INFRASTRUCTURE ASSETS IN THE FUTURE.

The financial statements are prepared by Council Staff to meet the requirements of the local Government act 1989, local Government (Finance and Reporting) regulations, Australian Accounting Standards as well as the Victorian auditor General's model Accounts which are designed to standardise financial Reporting for local Government Bodies throughout Victoria.

The statements are audited by the Victorian Auditor General before being approved in principle by Council's Audit Committee and Council itself. The financial Statements are then forwarded to the Auditor General for final approval. Once approval has been received, the statements are made available for public inspection, usually in the first two weeks of October each year.

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

The Financial Statements are made up of four key financial reports and explanatory notes supporting the reports. The four reports are as follows:-

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

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

## 1. Income Statement

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

The Statement includes all sources of income, less all operating expenses or

expenses incurred in delivering Council services. This includes depreciation, or the writing down of the value of buildings, roads, footpaths, drains and all other infrastructure assets which are used to deliver Council services. These assets are depreciated over the life of the asset as they are used. Capital costs or new assets purchased or created during the year are excluded from the Statement but, as indicated above, are depreciated as they are used.

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

If the statement is in a loss situation, this means that Council is not creating sufficient surplus to replace infrastructure assets at the time when they need to be replaced. Continual losses may indicate concern about Council's ability to be financially viable in the longer term.

For the year ending June 2007, Council made a surplus for the year from operations of \$10.657 million. This supports Council's objective of creating sufficient surpluses to replace existing infrastructure assets in the future.

## 2. Balance Sheet

The Balance Sheet sets out Council's net accumulated financial worth at a point in time. It shows the assets that Council holds as well as liabilities or claims against these assets.

Both assets and liabilities are expressed as current or non-current. Current means that these are assets or liabilities that will be expected to be paid or could be converted into cash within the next 12 months.

Although the Net Assets or Equity represent Council's accumulated net worth, it must be remembered that

many of the Infrastructure assets are included in order to enable better management of community assets and, in all probability, will never be able to be sold or turned into cash.

As at June 2007, Council's Balance Sheet indicates that Council is in a sound position. Its current assets are 2.1 times current liabilities which demonstrates that Council has sufficient funds on hand to pay liabilities as they fall due.

## 3. Statement of Changes in Equity

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

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

- A 'Profit' or 'Loss' as recorded in the Statement of Financial Performance.
- An increase in the value of non-current assets resulting from a revaluation of those assets. This amount is transferred to an Asset Revaluation Reserve until the asset is sold or a real profit is realised as opposed to being book entry only. The value of all non-current assets must be reviewed each year to ensure that they reflect their true value in the Statement of Financial Position.

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

## 4. Cash Flow Statement

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

- It differs from the Income Statement in that:
- It excludes non cash expenses such as depreciation
- It excludes the accruals taken into account by the Income Statement
- It includes payments or receipts in relation to capital items.

- It includes any 'financing' activities such as any additional cash that Council may hold as a result of holding increased Trust Deposits.

The Cash Flow Statement has three sections:

The Cash Flow from Operating Activities summarises all of the income and expenses in relation to Council's ongoing service delivery. It is essential that Council has a cash surplus to ensure that it can maintain its day-to-day operations as well as provide funds for future community assets.

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

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

## Notes to the Accounts

The Notes to the Accounts provide further information in relation to the rules and assumptions used to prepare the Financial Statements as well as additional information and detail about specific items within the Statements. The Notes also advise the reader if there have been any changes to Accounting Standards, Policy or Legislation which may change the way the Statements are prepared.

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

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

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

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

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

## Understanding the Standard Statements

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

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

The standard statement uses the same accounting base and format as used in the Strategic Resource Plan, budget and annual report.

The statements are audited by the Victorian Auditor General before being approved in principle by Council's Audit Committee and Council itself. The Standard Statements are then forwarded to the Auditor General for final approval. Once approval has been received, the statements are made available for public inspection, usually in the first two weeks of October each year.

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

The Standard Statements are made up of four key financial reports. The four reports are as follows:-

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

## INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2007

	Notes	2007 \$'000	2006 \$'000
<b>Revenue</b>			
General Rates	3	44,110	40,120
Statutory Fees, Charges and Fines	4	24,304	22,169
Grant Revenues	5	19,723	19,462
Other Revenue	6	9,857	7,454
Reimbursements	7	76	228
Interest		1,436	1,117
<b>Total Revenue</b>		<b>99,506</b>	<b>90,550</b>
<b>Expenses</b>			
Employee Benefits	9	33,048	31,880
Contract Payments , Materials and Services	10	29,532	27,060
Depreciation	11	19,942	20,006
Other Expenses	12	5,846	5,281
Finance Costs	13	970	1,016
<b>Total Expenses</b>		<b>89,338</b>	<b>85,243</b>
Net Gain (Loss) on disposal of Property, Plant and Equipment	8	518	(5,899)
Share of net profits (losses) of associates accounted for using the equity method	21	(131)	48
<b>Total Surplus (deficit) for the year</b>		<b>10,555</b>	<b>(544)</b>

The accompanying notes form part of this financial report

## BALANCE SHEET

AS AT 30 JUNE 2007

	Notes	2007 \$'000	2006 \$'000
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	14	31,100	24,102
Trade and other receivables	15	3,204	5,668
Other	16	762	665
Non-current assets classified as held for sale	17	1,199	1,441
<b>Total Current Assets</b>		<b>36,265</b>	<b>31,876</b>
<b>NON-CURRENT ASSETS</b>			
Infrastructure, Property, Plant and Equipment	18	868,456	860,545
Receivables	20	96	159
Investment property	19	4,305	4,362
Investments in Associates	21	1,724	1,855
<b>Total Non-Current Assets</b>		<b>874,581</b>	<b>866,921</b>
<b>Total Assets</b>		<b>910,846</b>	<b>898,797</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	22	4,973	5,964
Trusts	23	1,597	1,384
Interest Bearing Liabilities	24	2,805	4,566
Provisions	25,26	7,677	6,794
<b>Total Current Liabilities</b>		<b>17,052</b>	<b>18,708</b>
<b>NON-CURRENT LIABILITIES</b>			
Interest Bearing Liabilities	24	14,193	12,432
Provisions	25,26	1,671	2,106
<b>Total Non-Current Liabilities</b>		<b>15,864</b>	<b>14,538</b>
<b>Total Liabilities</b>		<b>32,916</b>	<b>33,246</b>
<b>NET ASSETS</b>		<b>877,930</b>	<b>865,551</b>
<b>Represented by:</b>			
Accumulated Surplus		555,796	545,873
Other Reserves	27(a)	1,379	747
Asset Revaluation Reserve	27(b)	320,755	318,931
<b>EQUITY</b>		<b>877,930</b>	<b>865,551</b>

The accompanying notes form part of this financial report



## STATEMENT OF CHANGES OF EQUITY

FOR THE YEAR ENDED 30 JUNE 2007

	Notes	Accumulated Surplus 2007 \$'000	Asset Revaluation Reserve 2007 \$'000	Other Reserves 2007 \$'000	Total 2007 \$'000	Total 2006 \$'000
Balance as at 1 July		545,873	318,931	747	865,551	809,571
Result from Ordinary Activities		10,555	-	-	10,555	(544)
Revaluation Increment/(Decrement)	27(b)	-	1,824	-	1,824	57,344
Transfers to reserves	27(a)	(757)	-	757	-	-
Transfers from reserves	27(a)	125	-	(125)	-	-
Adjustment due prior year error		-	-	-	-	(730)
Removed and recognised in profit/loss		-	-	-	-	(90)
<b>Balance as at 30 June</b>		<b>555,796</b>	<b>320,755</b>	<b>1,379</b>	<b>877,930</b>	<b>865,551</b>

The accompanying notes form part of this financial report

## CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2007

	Notes	Actual 2007 \$'000 Inflow (Outflow)	Actual 2006 \$'000 Inflow (Outflow)
<b>Cash Flows from Operating Activities</b>			
<b>Payments</b>			
Employee benefits		(32,600)	(31,716)
Contract payments, materials and services (inclusive of GST)		(34,333)	(30,951)
Interest and other costs of finance		(977)	(1,019)
Other expenses		(5,861)	(5,281)
		<b>(73,771)</b>	<b>(68,967)</b>
<b>Receipts</b>			
General Rates		43,921	40,007
Government Grants (inclusive of GST)		21,017	19,951
User Charges (inclusive of GST)		27,868	21,724
Net GST refund		2,546	2,411
Interest		1,436	1,117
Reimbursements		76	228
Other revenue (inclusive of GST)		2,158	1,890
		<b>99,022</b>	<b>87,328</b>
<b>Net cash inflow from operating activities</b>	<b>29</b>	<b>25,251</b>	<b>18,361</b>
<b>Cash Flows from Investing Activities</b>			
<b>Payments for:</b>			
Land		(1,864)	(2,148)
Buildings		(1,955)	(2,758)
Infrastructure and Other Structures		(13,942)	(11,953)
Plant and Equipment		(2,412)	(2,420)
Furniture and Fittings		(659)	(196)
		<b>(20,832)</b>	<b>(19,475)</b>
<b>Proceeds from:</b>			
Sale of Plant and Equipment		1,045	576
Sale of Developed Land		0	104
Sale of Land and Buildings		1,471	1,302
Loans and Advances		63	54
		<b>2,579</b>	<b>2,036</b>
<b>Net cash outflow from investing activities</b>		<b>(18,253)</b>	<b>(17,439)</b>
<b>Cash Flows from Financing activities</b>			
Proceeds from borrowings		5,175	5,448
Repayment of borrowings		(5,175)	(5,448)
Repayment of superannuation		-	(905)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>-</b>	<b>(905)</b>
<b>Net increase/(decrease) in cash held</b>		<b>6,998</b>	<b>17</b>
Cash at beginning of the period		24,102	24,085
<b>Cash at end of the period</b>	<b>14</b>	<b>31,100</b>	<b>24,102</b>
Restrictions on cash assets	33		
Financing arrangements	34		

The accompanying notes form part of this financial report

# INTRODUCTION

THE CITY OF BALLARAT WAS ESTABLISHED BY AN ORDER OF THE GOVERNOR IN COUNCIL ON 3RD MAY 1994 AND IS A BODY CORPORATE. THE COUNCIL'S MAIN OFFICE IS THE TOWN HALL LOCATED IN STURT STREET, BALLARAT. COUNCIL'S MAIN CUSTOMER SERVICE CENTRE IS LOCATED AT THE PHOENIX BUILDING, 25 ARMSTRONG STREET SOUTH, BALLARAT (BEHIND THE TOWN HALL).

The purpose of the Council is to:

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

**External Auditor – Auditor-General of Victoria**

**Internal Auditor – AFS & Associates**

**Bankers – National Australia Bank**

**Website address – [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au)**

This financial report is a general purpose financial report that consists of an Income Statement, Balance

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

The City of Ballarat Financial Report has been prepared and complies with AIFRS, Australian Accounting Standards which include Australian equivalents to International Financial Reporting Standards (IFRS). This Financial Report complies with the Australian equivalents to IFRS (AIFRS).

The Council is an entity to which AAS 27 "Financial Reporting by Local Governments" applies and the entity has applied a requirement in that Standard that overrides the requirements in an Australian equivalent to IFRS.

## 1. SUMMARY OF ACCOUNTING POLICIES

### (a) Basis of Accounting

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

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

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

### (b) The Ballarat City Council Reporting Entity

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

In the process of reporting on the Ballarat City Council as a single unit, all transactions and balances between those Funds (for example, loans and transfers between funds) have been eliminated in full.

### (c) Change in Accounting Policies

There have been no significant changes in accounting policy.

### (d) Revenue Recognition

#### Rates, Grants, Donations and Other Contributions

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

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

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

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

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

Where grants and contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed in Note 6. That note also discloses the amount of contributions recognised as revenues in a previous reporting period which were obtained in respect of the local government's operations for the current reporting period.

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

### User Fees and Fines

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

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

### Sale of property, infrastructure, plant and equipment

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

### Interest and rents

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

### (e) Depreciation of Non-Current Assets

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

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

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

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

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

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

### (f) Maintenance and Repairs

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

### (g) Bank Loans and Finance Costs

Bank loans are carried at the principal amount outstanding. Bank loans are subject to borrowing limits imposed by



State Government under Loan Council approval arrangements.

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

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

#### (h) Recognition and Measurement of Non-Current Assets

##### Acquisition

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

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

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

Threshold limits have applied when recognising assets within an applicable

asset class and unless otherwise stated are consistent with the prior year.

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

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

##### Revaluation

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

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

Infrastructure assets and other structures were re-valued to their current cost less

accumulated depreciation as at 1 July 2006. This resulted in a net increment in Infrastructure assets of \$1.823m. The total increment in Infrastructure assets of \$1.823m was recognised in the asset revaluation reserve (Note 27(b)).

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

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

Buildings:	once every 4 years
Land:	once every 4 years
Recreation and Business Undertakings:	once every 4 years
Artworks:	once every 2 years
Infrastructure:	yearly

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

- (i) Valuation of freehold and other controlled land (January 2004) was determined by V.C. Braybrook AAPI of V Braybrook & Associates Pty Ltd. Land is valued at market value, considering known defects with the land.
- (ii) Non significant assets being Plant and Equipment and Furniture and Fittings are deemed to be valued at cost.
- (iii) Valuation of buildings (January 2004) were determined by V.C Braybrook AAPI of V Braybrook & Associates Pty Ltd. The valuation has been compiled on the basis of current replacement cost less accumulated depreciation.
- (iv) Valuation of Infrastructure comprising earthworks, substructures, seals, kerbs relating

to roads, footpaths, bridges and roundabouts, drains and street furniture (July 2006) were determined by Council Engineers. These assets are recognised in accordance with AAS27 "Financial Reporting by Local Governments" and are valued at written down current replacement cost.

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

##### Land under Roads

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

##### Eureka Flag

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

##### (i) Cash and cash equivalents

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

##### (j) Investments

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

##### (k) Accounting for investments in associates

The Council recognises its interest in the Central Highlands Regional Library Corporation by recording an investment in its financial statements at a value based on the Council's underlying interest in the net assets of the Library

as disclosed in its unaudited financial statements for the year ended 30 June 2008. The Council share of the net assets is calculated on the same ratio as it contributes to the operating costs of the service. Annual contributions to the library are included in the Statement of Financial Performance.

##### (l) Tender Deposits

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

##### (m) Employee Benefits

###### Wages and Salaries

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

###### Annual Leave

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

###### Long Service Leave

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

Long service leave expected to be paid within 12 months is measured at nominal value based on the amount

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

##### Classification of employee benefits

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

##### Sick Leave

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

##### Superannuation

A liability is recognised in respect of Council's present obligation to meet the unfunded obligations of defined benefit superannuation schemes to which its employees are members. The liability is defined as the Council's share of the scheme's unfunded position, being the difference between the present value of employees' accrued benefits and the net market value of the scheme's assets at balance date.

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

## (n) Leases

### Finance leases

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

### Operating leases

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

### (o) Allocation between current and non-current

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

### (p) Payables and Other Current Liabilities

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

## (q) Sundry Debtors

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

### (r) Stores and Materials

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

### (s) Goods and Services Tax

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

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

### (t) Agreements equally proportionately unperformed

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

### (u) Web site costs

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

### (v) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been

impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the income statement.

### (w) Rounding

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

### (x) Reserves

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

### (y) Non-current assets held for sale

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

### (z) Investment property

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

### (aa) New accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June

2007 reporting period. The Department of Treasury and Finance assesses the impact of these new standards and advises councils and other entities of their applicability and early adoption where applicable.

As at 30 June 2007, the following standards and interpretations (applicable to departments) had been issued, but were not mandatory for the financial years ending 30 June 2007. The Council has not, and does not intend to, adopt these standards early.

#### Note 1 (aa) Summary of accounting policies

AASB Amendment	Standards Affected	Outline of Amendment	Application date for Council
AASB 2005-10 Amendments to Australian Accounting Standards	AASB 1 – First time adoption of AIFRS AASB 101 Presentation of Financial Statements AASB 117 Leases AASB 139 Financial Instruments: Recognition and Measurement	The disclosure requirements of AASB132: Financial Instruments: Disclosure and Presentation have been replaced due to the issuing of AASB 7:Financial Instruments: Disclosures in August 2005. These amendments will involve changes to financial instrument disclosures within the financial report. However, there will be no direct impact on amounts included in the financial report as it is a disclosure standard.	Beginning 1 July 2007
AASB 7 Financial Instruments: Disclosures	AASB 132 Financial Instruments: Disclosure and presentation	As Above	Beginning 1 July 2007
AASB 2006-3 Amendments to Australian Accounting Standards	AASB 27 – Financial Reporting by Local Government.  AASB 1045 – Land Under Roads: Amendments to AAS 27A, AAS 29A and AAS 31A	From the beginning of the reporting period to which this Standard is first applied, until the end of the first reporting period ending on or after 31 December 2007,transitional provisions shall apply. Under those provisions, local governments, while encouraged to apply the full provisions of this Standard, may elect instead not to recognise land under roads as an asset in the balance sheet.  The impact of any changes that may be required when the transitional provisions cease cannot be reliably estimated and is not disclosed in the financial report.	Beginning 1 July 2008



## 2(A). FUNCTIONS/ACTIVITIES OF THE COUNCIL

	Actual 2007 \$'000	Actual 2006 \$'000
<b>Revenues</b>		
Chief Executive Officer	4	1
City Governance	3,361	3,539
City Infrastructure and Development	20,357	20,953
City Marketing and Strategy	2,927	3,445
City Wellbeing	15,667	14,479
Corporate Planning	1,348	0
Finance	62,820	50,058
Organisation Development	74	107
<b>Total</b>	<b>106,558</b>	<b>92,582</b>
<b>Expenses</b>		
Chief Executive Officer	1,692	1,029
City Governance	8,802	8,601
City Infrastructure and Development	28,966	28,268
City Marketing and Strategy	7,672	5,807
City Wellbeing	19,927	21,213
Corporate Planning	1,678	0
Finance	26,011	26,810
Organisation Development	1,255	1,398
<b>Total</b>	<b>96,003</b>	<b>93,126</b>
<b>Operating Surplus</b>	<b>10,555</b>	<b>(544)</b>

## 2(B). COMPONENTS FUNCTIONS/ACTIVITIES

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

### Executive Unit

Executive Unit relates to the general costs required to effectively govern the municipality. These costs include expenditure relating to: Councillors, Legal Services, Media Relations and Civic Affairs.

### Finance

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

### City Governance

City Governance relates to the provision of Information Services including IT,

Records Management and Employee Services. It also relates to Risk Management and OH&S, as well as Governance and Corporate and Business Planning.

### City Wellbeing

City Wellbeing relates to the provision of a broad range of community leisure and cultural needs and services. These include expenditure relating to Her Majesty's Theatre, Fine Art Gallery, Events Ballarat, Tourism, Begonia Festival, Community Development, Regional Library, Family and Children Services and Aged and Disability.

### City Infrastructure & Development

City Infrastructure & Development relates to the provision of planning and environmental services to protect and enhance the municipality. These include expenditure relating to Building Services, Design, Statutory

Planning, Infrastructure Planning and Design, Strategic Land Use and Parks and Environment. It also relates to Environmental Health, Works, Business Ballarat, Livestock Selling Centre, Assets and Program Delivery.

### City Marketing

City Marketing relates to the provision of a broad range services. These include City Attractions & Tourism, and Marketing & Communications.

### Corporate Planning

Corporate Planning relates to the provision of Corporate Strategy and Corporate Planning for the organisation both in the short and long term.

### Organisations Development

Organisation Development relates to the provision of Training and Development for employees of the City of Ballarat.

## 3. RATE REVENUE

	2007 \$'000	2006 \$'000
General Rates	42,978	39,064
Special Rates	1,014	975
Business Incentive Rebates	14	(23)
Interest on Rates	174	159
Abandonments	(70)	(55)
	<b>44,110</b>	<b>40,120</b>

## 4. STATUTORY FEES, CHARGES AND FINES

	2007 \$'000	2006 \$'000
Aged Services Fees	2,516	2,416
Aquatic Centre	2,826	2,547
Art Galleries	360	255
Begonia Festival	122	72
Building and Scaffolding Fees	763	663
Child Care Centres and Kindergartens	933	870
Dog and Cat Registrations and Fines	430	554
Election Fines	0	2
Environmental Levy	4,450	4,042
Eureka Centre	499	429
Family Day Care	112	117
Health Licences and Fees	345	334
Land Information Certificates	75	73
Legal Expenses Recovered	156	107
Livestock Selling Fees and Charges	1,264	1,121
Local Law Permits	73	60
Meals on Wheels	691	637
Other	897	649
Parking Fees, Fines and Charges	2,269	2,160
Performing Arts Centres	698	655
Private Works	107	217
Property Rentals	747	759
Robert Clark Centre	77	423
Sale of Valuations	188	57
Subdivision Supervision and Certification Fees	433	279
Landfill Operations	2,354	2,089
Town Planning Fees and Certificates	474	383
Training Incentives	202	0
Transfer Station	243	82
Visitor Information Centre	0	117
	<b>24,304</b>	<b>22,169</b>

## 5. GRANT REVENUES

Grants used for operating activities:	2007 \$'000	2006 \$'000
<b>Parks and Environment</b>		
Parks and Environment	450	138
<b>Transport</b>		
School Crossing Supervision	147	154
<b>Economic Development, Tourism and Planning</b>		
Regional Development and Social Planning	474	492
<b>Arts, Heritage and Culture</b>		
Art Gallery, Theatres and Community Arts	254	160
<b>Community Services</b>		
Family and Children's Services	2,471	2,644
Home Care	3,075	2,978
Aged and Disabled	642	471
Maternal and Child Health	341	310
Healthy Community	223	101
Immunisations	107	20
	<b>6,859</b>	<b>6,524</b>
<b>Other</b>		
National Competition Policy	0	241
Other	34	223
	<b>34</b>	<b>464</b>
<b>General Revenue Grant</b>	<b>7,038</b>	<b>7,918</b>
<b>Total</b>	<b>15,256</b>	<b>15,850</b>
<b>Grants used for the acquisition of assets</b>		
Roads	2,696	2,432
Equipment	-	1
Other Structures	740	487
Buildings	1,031	692
<b>Total</b>	<b>4,467</b>	<b>3,612</b>
<b>Grand Total Grants</b>	<b>19,723</b>	<b>19,462</b>
<b>Recurrent</b>	<b>15,256</b>	<b>15,852</b>
<b>Non-Recurrent</b>	<b>4,467</b>	<b>3,610</b>
<b>Total</b>	<b>19,723</b>	<b>19,462</b>

## NOTE 5. GRANT REVENUES CONTINUED

	2007 \$'000	2006 \$'000
Grants and contributions received as revenues during the reporting period obtained on the condition that they be expended in a manner specified by the grant, but yet to be expended in that manner at the reporting date were:		
Regional Development Programs	153	99
Community Projects	52	254
Arts and Culture	50	15
Buildings	114	-
Other	14	-
Roads	-	848
Parks and Environment	201	84
	<b>584</b>	<b>1,300</b>
Grants and contributions recognised as revenues in a previous reporting period and which were expended during the current reporting period in the manner specified by the grantor, were:		
Community Projects	254	105
Arts & Culture	15	0
Buildings	-	40
Other Structures – POW Memorial	-	300
Other	-	65
Roads	848	-
Parks and Environment	84	8
Regional Development Programs	99	-
	<b>1,300</b>	<b>518</b>

## 6. OTHER REVENUE

	2007 \$'000	2006 \$'000
<b>Operating</b>		
Insurance Recoveries	231	333
<b>Contributions</b>		
- Information Systems	-	34
- Art Gallery	62	38
- Youth Services	36	38
- Safe Taxi Ranks	14	26
- Other Events and Programs	20	84
Parks, Waterways and Environment	55	166
Community Services	78	0
Tourism Development and Economic Promotion	107	150
Other	164	110
<b>Non Operating Contributions</b>		
- Land and Subdivision Acquisitions (non-monetary)	7,816	5,607
- Subdivider Contributions	503	-
- Infrastructure	35	44
- Art Gallery Art Works Acquisitions	471	296
- Recreation Facility	265	528
	<b>9,857</b>	<b>7,454</b>



## 7. REIMBURSEMENTS

	2007 \$'000	2006 \$'000
Road Maintenance/Works	49	134
Other	27	94
	<b>76</b>	<b>228</b>

## 8. SALE OF ASSETS

	2007 \$'000	2006 \$'000
<b>(a) Land and Buildings</b>		
Proceeds from Sales	1,471	1,406
Less: Cost of Land and Carrying Amount of Buildings Sold	(1,073)	(7,289)
<b>Profit (Loss) on Sales</b>	<b>398</b>	<b>(5,883)</b>
<b>(b) Sales of Plant and Equipment</b>		
Proceeds from Sales	1,045	576
Less: Carrying Amount of Plant and Equipment Sold	(925)	(592)
<b>Profit (Loss) on Sales</b>	<b>120</b>	<b>(16)</b>

## 9. EMPLOYEE BENEFITS

	2007 \$'000	2006 \$'000
Labour and Allowances	26,007	25,220
Superannuation	2,499	2,446
Annual Leave and Long Service Leave	2,816	2,268
Work cover Premium	1,006	879
Other Overheads and Related Costs	720	1,067
	<b>33,048</b>	<b>31,880</b>

## 10. CONTRACT PAYMENTS, MATERIALS AND SERVICES

	2007 \$'000	2006 \$'000
Contract payments, materials and services	25,437	22,872
Vehicle Costs	1,764	2,061
Utilities	2,331	2,127
	<b>29,532</b>	<b>27,060</b>

## 11. DEPRECIATION EXPENSE

	2007 \$'000	2006 \$'000
Depreciation was charged in respect of:		
Infrastructure	14,250	14,772
Other Structures – Recreation and Business Undertakings	1,089	801
Buildings	2,287	2,329
Furniture and Fittings	184	210
Plant and Equipment	2,107	1,894
Landfill Improvements	25	0
	<b>19,942</b>	<b>20,006</b>

## 12. OTHER EXPENSE

	2007 \$'000	2006 \$'000
<b>Other expenses include:</b>		
Lease expenses	1,371	1,376
Insurances	1,546	1,429
Regional Library Contribution	999	926
Other	381	344
Public Relations	586	393
Bridge Mall Promotions	0	126
Bad and Doubtful Debts	4	15
Councillor Remuneration	164	141
Auditor's Remuneration	59	57
Contributions to Community Groups	165	152
Legal Expenses	424	152
Licences/Permits	147	170
	<b>5,846</b>	<b>5,281</b>

## 13. FINANCE COSTS

	2007 \$'000	2006 \$'000
Interest Paid/Payable	970	1,016
	<b>970</b>	<b>1,016</b>

## 14. CASH AND CASH EQUIVALENTS

	2007 \$'000	2006 \$'000
Cash at Bank and on Hand	6,752	5,679
Money Market Call Account	24,107	17,631
Deposits at Call	241	792
	<b>31,100</b>	<b>24,102</b>

## 15. RECEIVABLES

	2007 \$'000	2006 \$'000
Rates Receivable	1,081	892
Perin/Parking Infringements	117	122
Loans and Advances	5	4
Other Debtors	1,677	4,205
Less: Provision for Doubtful Debts	(48)	(58)
Net GST Receivable	372	503
	<b>3,204</b>	<b>5,668</b>

**16. OTHER**

	2007 \$'000	2006 \$'000
Prepayments	254	152
Stock held for Sale	179	175
Stock held for Distribution	184	189
Accrued Income	145	149
	<b>762</b>	<b>665</b>

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

	2007 \$'000	2006 \$'000
<b>Assets Held for Sale</b>		
Doveton Street Car park	706	706
55 Launchley Drive	169	169
Rubicon Street Car Park	252	252
64-66 Park Street	72	142
Mansfield Avenue	0	172
	<b>1,199</b>	<b>1,441</b>

**18(A). LAND**

	2007 \$'000	2006 \$'000
Freehold and Other Controlled Land – at valuation 2004	195,083	194,074
Freehold Land – at cost	2,104	2,103
	<b>197,187</b>	<b>196,177</b>

**18(B). BUILDINGS**

	2007 \$'000	2006 \$'000
Buildings – at valuation 2004	68,182	68,182
Buildings – at cost	12,686	10,764
Less: Accumulated Depreciation	(7,643)	(5,413)
	<b>73,225</b>	<b>73,533</b>

**18(C). LANDFILL IMPROVEMENTS**

	2007 \$'000	2006 \$'000
Landfill Improvements	1,192	1,192
Less: Accumulated Depreciation	(25)	0
	<b>1,167</b>	<b>1,192</b>

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

	2007 \$'000	2006 \$'000
Other Structures – at cost	3,770	0
Other Structures – at valuation 2004	20,965	20,965
Less: Accumulated Depreciation	(4,983)	(3,894)
	<b>19,752</b>	<b>17,071</b>

**18(E). INFRASTRUCTURE**

	2007 \$'000	2006 \$'000
Other structures – at valuation 1 July 2005		
Box Culverts	-	3,481
Pipes	-	41,113
Pits	-	11,663
Channels	-	28,376
Large Culverts	-	29,981
Flood Basins	-	654
Street Furniture	-	17,114
Other structures – at valuation 1 July 2006		
Box Culverts	3,471	-
Pipes	41,701	-
Pits	12,022	-
Channels	28,376	-
Large Culverts	29,977	-
Flood Basins	654	-
Street Furniture	17,418	-
Other structures – at Cost	1,968	4,746
Less: Accumulated Depreciation	(2,113)	(2,082)
<b>Total Other Structures</b>	<b>133,474</b>	<b>135,046</b>
Road Pavements – at valuation 1 July 2005		
Road Pavements	-	255,041
Surfaces	-	19,431
Bridges	-	20,313
Roundabouts	-	10,408
Kerb and Channel	-	40,382
Footpaths	-	13,061
Road Pavements – at valuation 1 July 2006		
Road Pavements	254,704	-
Surfaces	21,434	-
Bridges	20,206	-
Roundabouts	10,984	-
Kerb and Channel	43,502	-
Footpaths	14,685	-
Infrastructure – at cost	15,897	16,319
Less: Accumulated Depreciation	(12,137)	(12,690)
<b>Total Road Pavements and Infrastructure</b>	<b>369,275</b>	<b>362,265</b>
<b>Total Infrastructure</b>	<b>502,749</b>	<b>497,311</b>



### 18(F). PLANT AND EQUIPMENT

	2007 \$'000	2006 \$'000
Plant and Equipment – at cost	15,025	14,640
Less: Accumulated Depreciation	(7,434)	(6,174)
	<b>7,591</b>	<b>8,466</b>

### 18(G). FURNITURE AND FITTINGS

	2007 \$'000	2006 \$'000
Furniture and Fittings - at cost	2,429	2,217
Less: Accumulated Depreciation	(1,628)	(1,444)
	<b>801</b>	<b>773</b>

### 18(H). ARTWORKS, ANTIQUES AND COLLECTABLES

	2007 \$'000	2006 \$'000
Artworks, Antiques and Collectables – at valuation	64,344	63,853
	<b>64,344</b>	<b>63,853</b>

### 18(I). WORK IN PROGRESS

	2007 \$'000	2006 \$'000
<b>At balance date the following works were in progress:</b>		
Recreation and Business undertakings	1,075	1,168
Buildings	10	372
Infrastructure	314	540
Plant and Equipment	224	46
Land	17	10
Furniture and Fittings	-	33
<b>Work in progress (recognised at fair value)</b>	<b>1,640</b>	<b>2,169</b>

### TOTAL PROPERTY, PLANT AND EQUIPMENT

	2007 \$'000	2006 \$'000
Total Property, Plant and Equipment	868,456	860,545

### 18(J). RECONCILIATION OF ASSETS

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

	Carry amount at beginning \$'000	Transfer \$'000	Additions \$'000	Disposals \$'000	Revaluation \$'000	Depreciation \$'000	Carry amount at end \$'000
Land	196,177	11	1,178	(179)	-	-	197,187
Buildings	73,533	371	1,551	-	-	(2,230)	73,225
Landfill Improvements	1,192	-	-	-	-	(25)	1,167
Infrastructure	497,311	578	17,286	-	1,824	(14,250)	502,749
Recreation and Business Undertakings	17,071	1,130	2,640	-	-	(1,089)	19,752
Plant and Equipment	8,466	46	2,111	(925)	-	(2,107)	7,591
Furniture and Fittings	773	33	179	-	-	(184)	801
Artworks	63,853	-	491	-	-	-	64,344
Works in Progress	2,169	(2,169)	1,640	-	-	-	1,640
<b>Total</b>	<b>860,545</b>	<b>-</b>	<b>27,076</b>	<b>(1,104)</b>	<b>1,824</b>	<b>(19,885)</b>	<b>868,456</b>

### 19. INVESTMENT PROPERTIES

	2007 \$'000	2006 \$'000
<b>19(a) Amounts recognised in Income Statement for Investment Properties</b>		
Property Rental	394	376
Operating Expenses for rental properties	53	57
<b>19(b) Reconciliation of Carrying Amounts</b>		
<b>Land</b>		
Carrying Amount at Beginning	2,348	2,348
<b>Carrying Amount at End</b>	<b>2,348</b>	<b>2,348</b>
<b>Buildings</b>		
Carrying Amount at Beginning	2,158	2,158
Depreciation	(201)	(114)
<b>Carrying Amount at End</b>	<b>1,957</b>	<b>2,014</b>
	<b>4,305</b>	<b>4,362</b>

### 20. RECEIVABLES

	2007 \$'000	2006 \$'000
Loans and Advances	96	159

## 21. INVESTMENT IN ASSOCIATES

	2007 \$'000	2006 \$'000
<b>Central Highlands Regional Library Corporation</b>		
Refer Note 1(n) for basis of valuation.		
Ownership Interest	42.47%	49.68%
<b>Council's share of retained profits/accumulated losses</b>		
Council's share of retained profits/accumulated losses at start of year	1,141	1,093
Reported profit/(loss) for year	(131)	48
<b>Council's share of retained profits/accumulated losses at end of year</b>	<b>1,010</b>	<b>1,141</b>
<b>Council's share of asset revaluation reserve</b>		
Council's share of reserves at start of year	714	714
Transfers (to)/from reserves	-	-
<b>Council's share of reserves at end of year</b>	<b>714</b>	<b>714</b>
<b>Movement in carrying value of specific investment</b>		
Carrying value of investment at start of year	1,855	1,807
Share of profit/loss for year	(131)	48
Share of asset revaluation	-	-
<b>Carrying value of investment at end of year</b>	<b>1,724</b>	<b>1,855</b>
<b>Council's share of expenditure commitments</b>		
The Central Highlands Regional Library Corporation has the following commitments at balance date:		
<b>Contracted operating expenditure commitments:</b>		
Not later than one year	38	34
Later than one year but not later than five years	8	42
	<b>46</b>	<b>76</b>
<b>Operating lease commitments:</b>		
Not later than one year	45	35
Later than one year but not later than five years	52	47
	<b>97</b>	<b>82</b>
<b>Council's share of contingent liabilities</b>		
The Central Highlands Regional Library Corporation is unaware of any contingent liabilities at balance date.		

## 22. PAYABLES

	2007 \$'000	2006 \$'000
Material and Contracts	4,844	5,804
Income Received in Advance	115	139
Accrued Loan Interest	14	21
	<b>4,973</b>	<b>5,964</b>

## 23. TRUST FUNDS

	2007 \$'000	2006 \$'000
Trust - Majestix Bookings	91	116
Trust - Resiting Of Houses	119	105
Trust - Ballarat Telecommunity Fund	107	103
Trust - Contract Retentions and Securities	46	175
Trust - Subdivision Holding Fees	771	615
Trust - Golden City Paddle Steamer	100	100
Trust - Lake Blitz	61	0
Other - Trusts and Deposits	302	170
	<b>1,597</b>	<b>1,384</b>

## 24. INTEREST BEARING LIABILITIES

	2007 \$'000	2006 \$'000
<b>Current</b>		
Borrowings - Secured	2,805	4,566
	<b>2,805</b>	<b>4,566</b>
<b>Non Current</b>		
Borrowings - Secured	14,193	12,432
	<b>14,193</b>	<b>12,432</b>
<b>Total</b>	<b>16,998</b>	<b>16,998</b>
The maturity profile for Council's borrowings is:		
Not later than one year	2,805	4,566
Later than one year but not later than five years	9,955	8,179
Later than five years	4,238	4,253
	<b>16,998</b>	<b>16,998</b>



## 25. EMPLOYEE BENEFITS

	2007 \$'000	2006 \$'000
<b>Current</b>		
Accrued wages and salaries	1,002	979
Annual leave	3,067	2,919
Long service leave	3,608	2,896
	<b>7,677</b>	<b>6,794</b>
<b>Non Current</b>		
Long service leave	479	914
	<b>479</b>	<b>914</b>
Aggregate carrying amount of Employee benefits:		
Current	7,677	6,794
Non Current	479	914
	<b>8,156</b>	<b>7,708</b>
Average employee numbers during the financial year	587 EFT	587 EFT
Weighted average increase in employee costs	3%	4%
Weighted average discount rates	5.736	5.531
Weighted average settlement period	13 years	13 years

### 25(A). EMPLOYEE BENEFITS

	2007 \$'000	2006 \$'000
All current Annual Leave and Long Service Leave entitlements representing 7+ years of continuous service		
Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value	3,673	5,512
Other Long-term employee benefits, that do not fall due within 12 months after the end of the period measured at present value	4,004	1,282
	<b>7,677</b>	<b>6,794</b>

## 26. PROVISION – LANDFILL IMPROVEMENTS

	2007 \$'000	2006 \$'000
<b>Non-Current</b>		
Provision for Landfill Improvements	1,192	1,192
	<b>1,192</b>	<b>1,192</b>

## 27. RESERVES

(a) Reserve Funds	Balance at 1/07/2006 \$'000	Transfers To \$'000	Transfers From \$'000	Balance at 30/06/2007 \$'000
Balhausen Organ	28	-	8	20
W R Bones Estate	24	-	-	24
Estate - A V Edean	3	-	3	-
Begonia Purchase (A V Edean)	3	-	3	-
Griffith's Bequest - Capital	4	-	4	-
Meals on Wheels	108	-	92	16
Memorial Hall	5	-	5	-
Pioneers Memorial	1	-	1	-
Prime Minister's Avenue - Capital	9	9	-	9
Senior Citizens	9	-	9	-
Subdividers Contributions	0	371	-	371
Ballarat Livestock Selling Centre	553	386	-	939
<b>TOTAL</b>	<b>747</b>	<b>757</b>	<b>125</b>	<b>1,379</b>

## 27. RESERVES

(b) Asset Revaluation Reserve	Balance at 1/07/2006 \$'000	Increment \$'000	Decrement \$'000	Balance at 30/06/2007 \$'000
Artworks	34,671	-	-	34,671
Buildings	22,555	-	-	22,555
Land	168,857	-	-	168,857
Other Structures	-	-	-	-
Plant and Equipment	1,937	-	-	1,937
Infrastructure	90,911	1,824	-	92,735
<b>TOTAL</b>	<b>318,931</b>	<b>1,824</b>	<b>-</b>	<b>320,755</b>

## 28. COMMITMENTS FOR EXPENDITURE

	2007 \$'000	2006 \$'000
<b>(a) Capital</b>		
Capital expenditure competitively contracted for at the reporting date but not recognised in the Financial Report as liabilities:		
Other Structures	1,555	1,879
Roads	-	-
	<b>1,555</b>	<b>1,879</b>
These expenditures are payable:		
Not later than one year	1,555	1,879
<b>(b) Operating Lease Commitments</b>		
Commitments under non-cancellable operating leases at reporting date:		
Not later than one year	2,719	1,840
Later than one year and not later than five years	6,471	7,228
Later than five years	41	68
	<b>9,231</b>	<b>9,136</b>
<b>(c) Operating Lease Receivables</b>		
Future rentals receivable under non-cancellable operating leases at reporting date:		
Not later than one year	620	575
Later than one year and not later than five years	1,174	1,749
Later than five years	122	167
	<b>1,916</b>	<b>2,491</b>

## 29. RECONCILIATION OF RESULT FROM ORDINARY ACTIVITIES WITH NET CASH FROM OPERATIONS

	2007 \$'000	2006 \$'000
<b>Resulting from ordinary activities</b>	10,555	(544)
<b>Items not involving cash:</b>		
Depreciation	19,942	20,006
Infrastructure assets received in kind	(7,816)	(5,654)
Profit share in associates	131	(48)
<b>Investing activity</b>		
Net (Profit) Loss on sale of fixed assets	(518)	5,899
<b>Change in assets and liabilities</b>		
Decrease payables	(35)	(60)
Increase (Decrease) provisions	446	164
Decrease (Increase) rate debtors	(189)	(113)
Decrease(Increase) prepayments	(103)	744
Decrease (Increase) goods and services tax receivable (net)	131	(36)
Increase stores and other assets	1	12
(Increase)Decrease accrued income	(3)	(20)
Decrease other debtors	2,709	(1,989)
<b>Net cash provided by operating activities</b>	<b>25,251</b>	<b>18,361</b>

## 30. FINANCIAL RATIOS

	2007 %	2006 %
Debt Servicing Ratio	6	6
Revenue Ratio	44	44
Debt Commitment Ratio	14	16
Working Capital Ratio	213	170
Debt Exposure Ratio	19	19

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

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

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

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

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



### 31. SUPERANNUATION

THE CITY OF BALLARAT MAKES EMPLOYER SUPERANNUATION CONTRIBUTIONS IN RESPECT OF ITS EMPLOYEES TO THE LOCAL AUTHORITIES SUPERANNUATION FUND (THE FUND). OBLIGATIONS FOR CONTRIBUTIONS ARE RECOGNISED AS AN EXPENSE IN THE PROFIT OR LOSS WHEN THEY ARE DUE. THE FUND HAS TWO CATEGORIES OF MEMBERSHIP, EACH OF WHICH IS FUNDED DIFFERENTLY.

#### Vision Super Saver Plan

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

#### Vision Defined Benefits Plan

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

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

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

The Fund's liability for accrued benefits was determined in the 30 June 2006 actuarial review pursuant to the requirements of Australian Accounting Standard AAS25 as follows:

	30-June-06 \$'000
Net Market Value of Assets	3,443,686
Accrued Benefits (per accounting standards)	3,319,598
Difference between Assets and Accrued Benefits	124,088
Vested Benefits	3,040,443

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

<b>Net Investment Return</b>	<b>8.0% p.a.</b>
<b>Salary Inflation</b>	<b>5.5% p.a.</b>
<b>Price Inflation</b>	<b>3.0% p.a.</b>

Details of contributions to superannuation funds during the year and contributions payable at 30 June 2007 are as follows:

	2007 \$'000	2006 \$'000
Employer contributions to LAS Fund (Vision Super)	3,320,189	3,589,584
Employer contributions payable to LAS Fund at reporting date	0	0

### 32. FINANCIAL INSTRUMENTS

#### 32(A). ACCOUNTING POLICY, TERMS AND CONDITIONS

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

Recognised Financial Instruments	Note	Accounting Policy	Terms and Conditions
<b>Financial Assets</b>			
Cash Assets	16	Cash on hand and bank deposits are valued at face value. Interest is recognised as it accrues.	On call deposits returned a floating interest rate of 5.75% (5.25% in 05/06). The interest rate at balance date was 5.75% (5.25% in 05/06).
	16	Investments and Bills are valued at cost. Investments are held to maximise interest returns of surplus cash. Interest revenues are recognised as they accrue.	The interest rate received on this investment will depend upon the term of the investment. Funds returned fixed interest rates of between 5.76% and 6.62%.
Loans and Advances	17 21	Loans to property owners from Councils Restoration fund. These loans are a charge attached to the rateable land as a result of executed loan agreements. The net fair value of these receivables at the reporting date for both the current and prior year is equal to the carrying amount.	Interest charges on these loans range between 1 and 3% (1-3% in 2005/2006).
Other Debtors	17	Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable.	General debtors are unsecured and interest free. Credit terms range from 7 to 30 days.
<b>Financial Liabilities</b>			
Payables	23	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.	General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.
Interest-bearing Liabilities	25	Loans are carried at their principal amounts, which present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.	Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 6.54% during 2006/2007. (6.29% in 2005/2006).
Bank overdraft	34	Overdrafts are recognised at the principal amount. Interest is charged as an expense as it accrues.	The overdraft is subject to annual review. It is secured by a mortgage over Council's general rates and is repayable on demand. The interest rate as at balance date was 9.95% (9.95% in 2005/2006).

### 32(B). INTEREST RATE RISK

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

2007	Floating Interest Rate \$'000	1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000	Non Interest Bearing \$'000	Total \$'000
<b>Financial Assets</b>						
Cash Assets	31,100	-	-	-	-	31,100
Receivables	-	5	96	-	2,001	2,102
Accrued Income	145	-	-	-	-	145
<b>Total Financial Assets</b>	<b>31,245</b>	<b>5</b>	<b>96</b>	<b>-</b>	<b>2,001</b>	<b>33,347</b>
<b>Financial Liabilities</b>						
Payables	-	-	-	-	4,973	4,973
Trusts	-	-	-	-	1,597	1,597
Interest bearing Liabilities	-	2,805	9,955	4,238	-	16,998
<b>Total Financial Liabilities</b>	<b>-</b>	<b>2,805</b>	<b>9,955</b>	<b>4,238</b>	<b>6,570</b>	<b>23,568</b>
<b>Net financial assets (Liabilities)</b>	<b>31,245</b>	<b>(2,800)</b>	<b>(9,859)</b>	<b>(4,238)</b>	<b>(4,569)</b>	<b>9,779</b>
<b>2006</b>						
2006	Floating Interest Rate \$'000	1 year or less \$'000	Over 1 to 5 years \$'000	More than 5 years \$'000	Non Interest Bearing \$'000	Total \$'000
<b>Financial Assets</b>						
Cash Assets	24,102	-	-	-	-	24,102
Receivables	-	4	159	-	4,650	4,813
Accrued Income	149	-	-	-	-	149
<b>Total Financial Assets</b>	<b>24,251</b>	<b>4</b>	<b>159</b>	<b>-</b>	<b>4,650</b>	<b>29,064</b>
<b>Financial Liabilities</b>						
Payables	-	-	-	-	5,964	5,964
Trusts	-	-	-	-	1,384	1,384
Interest bearing Liabilities	-	4,566	7,179	4,253	1,000	16,998
<b>Total Financial Liabilities</b>	<b>-</b>	<b>4,566</b>	<b>7,179</b>	<b>4,253</b>	<b>8,348</b>	<b>24,346</b>
<b>Net financial assets (liabilities)</b>	<b>24,251</b>	<b>(4,562)</b>	<b>(7,020)</b>	<b>(4,253)</b>	<b>(3,698)</b>	<b>4,718</b>

### 32(C). NET FAIR VALUES

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

Financial Instruments	Total carrying amount as per Statement of Financial Position		Aggregate Net Fair Value	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>Financial Assets</b>				
Cash Assets	31,100	24,102	31,100	24,102
Receivables	2,102	4,813	2,102	4,813
Accrued Income	145	149	145	149
<b>Total Financial Assets</b>	<b>33,347</b>	<b>29,064</b>	<b>33,347</b>	<b>29,064</b>
<b>Financial Liabilities</b>				
Payables	4,973	5,964	4,973	5,964
Trusts	1,597	1,384	1,597	1,384
Interest bearing liabilities	16,998	16,998	16,998	17,190
<b>Total Financial Liabilities</b>	<b>23,568</b>	<b>24,346</b>	<b>23,568</b>	<b>24,538</b>

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

#### Recognised Financial Instruments

##### Cash, Cash Equivalents, Short-term investments and Bank Overdraft:

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

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

**Trust Funds:** The carrying amount approximates fair value.

#### Interest Bearing Liabilities

The net fair value of fixed borrowings requires no adjustment as long term financial liabilities are held to maturity. The net fair value of fixed borrowings approximates the carrying amount shown in the statement of accounts.

#### Credit Risk

Credit risk refers to the risk that a counter party will default on its contractual obligations resulting in financial loss to Council.

Council has adopted the policy of only dealing with credit worthy counter

parties and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults. Council measures credit risk on a fair value basis.

The carrying amount of financial assets recorded in the financial statements, net of any provisions for doubtful debts, represents the Council's exposure to credit risk without taking account of the value of any collateral or other security obtained.

### 33. RESTRICTED ASSETS

Council has Cash Assets (Note 14) that are subject to restrictions. As at reporting date, Council had restrictions

imposed on their use by law, deed or regulation in relation to employee entitlements (Long Service Leave),

Heritage Restoration Funds, Majestic Theatre Bookings and Developer Open Space Contributions.

	2007 \$'000	2006 \$'000
Long Service Leave	3,528	3,349
Developer – Open Space Contributions	371	248
Heritage Restoration Funds	105	134
Majestic Theatre Bookings	91	116
	<b>4,095</b>	<b>3,847</b>



### 34. FINANCING ARRANGEMENTS

	2007 \$'000	2006 \$'000
Bank overdraft	1,000	-
Leasing facilities	1,681	4,500
Used facilities	1,681	2,009
<b>Unused facilities</b>	<b>1,000</b>	<b>2,491</b>

### 35. CONTINGENT LIABILITIES AND ASSETS

#### (a) Loan Guarantee

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

#### (b) Contingent Assets

In accordance with AASB 1044, Council is required to recognise an asset for which it is probable that a future economic benefit will eventuate and the amount of this asset can be reliably measured. At balance date there are no estimates available for developer contributions of infrastructure assets to be received in respect of subdivisions currently under development. As a guide Council has recognised over the past two years developer contributions between \$5.6 million (05-06) and \$7.8 million (06-07).

#### (c) Contingent Liabilities

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

### 36. RELATED PARTIES

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

Councillors:	David Vendy (Mayor)	Stephen Jones
	Wayne Rigg	Peter Innes
	Ian Jolly	Garry Anderson
	Des Hudson	Geoff Hayes
	Herman Ruyg	

Chief Executive Officer: Richard Hancock

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

	2007 No.	2006 No.
\$10,000 - \$19,999	8	10
\$20,000 - \$29,999	-	-
\$40,000 - \$49,999	1	1
\$80,000 - \$89,999	-	-
\$90,000 - \$99,999	-	-
\$240,000 - \$249,999	1	1
	<b>10</b>	<b>12</b>
Total remuneration for the reporting period for Responsible Persons included above amounted to:	<b>\$'000</b> 413	<b>\$'000</b> 409

#### c) Senior Officers other than Responsible Persons Remuneration

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

#### Senior officers, other than Responsible Persons:

Income range:	2007 No.	2006 No.
\$100,000 - \$109,999	5	3
\$110,000 - \$119,999	2	1
\$120,000 - \$129,999	4	3
\$130,000 - \$139,999	2	2
\$140,000 - \$149,999	1	1
\$150,000 - \$159,999	1	0
\$160,000 - \$169,999	0	1
	<b>15</b>	<b>11</b>
Total Remuneration for the reporting period for Senior Officers included above amounted to:	<b>\$'000</b> 1,781	<b>\$'000</b> 1,366

d) No retirement benefits were paid by Council in connection with the retirement of Responsible Persons of the Council.

e) No loans have been made, guaranteed or secured by Council to a Responsible Person of the Council during the reporting period.


f) Council has entered into transactions with responsible persons and related parties within normal customer or employee relationships on terms and conditions no more favourable than those available in similar arms length transactions.

The following table provides the total amount of transactions which have been entered into with related parties for the relevant financial year (see note 22 for further information on associate).

Related Party		Sales to related parties \$'000	Purchases from related parties \$'000	Amounts owed by related parties \$'000	Amounts owed to related parties \$'000
Associate					
Central Highlands	2007	31	1,198	3	11
Regional Library Corp.	2006	33	926	11	0

**Certification of the Financial Statements**

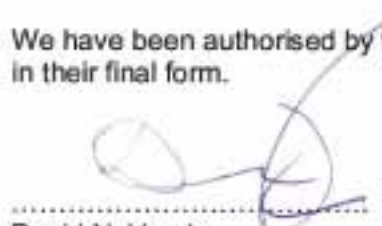
In my opinion the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the Local Government (Finance and Reporting) Regulations 2004, Australian Accounting Standards and other mandatory professional reporting requirements.

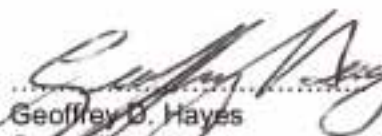
  
Principal Accounting Officer  
G. E. Kallio CPA  
Ballarat  
Dated: 12<sup>th</sup> September, 2007


In our opinion the accompanying financial statements present fairly the financial transactions of the Ballarat City Council for the year ended 30 June 2007 and the financial position of the Council as of that date.

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

We have been authorised by the Council on 12<sup>th</sup> September 2007 to certify the financial statements in their final form.

  
David N. Vendy  
Councillor  
Ballarat  
Dated: 12<sup>th</sup> September, 2007

  
Geoffrey D. Hayes  
Councillor  
Ballarat  
Dated: 12<sup>th</sup> September, 2007

  
Chief Executive Officer  
R.W. Hancock  
Ballarat  
Dated: 12<sup>th</sup> September, 2007

**2006/2007 PERFORMANCE STATEMENT**

Section 132 of the Local Government Act requires the City of Ballarat to report on its performance against the targets and measures for the Key Strategic Activities specified

in the Budget for the 2006/07 year. The measures used were the key performance indicators in the State Government's Annual Community Satisfaction Survey.

The attached table provides details of the targets and measures used, the satisfaction target rates that were set for each of them for 2006/07 and the actual results that were achieved.

KEY STRATEGIC ACTIVITY	PERFORMANCE MEASURE	HOW DATA IS REPORTED	06 BASELINE	06/07 TARGET	06/07 ACTUAL
<b>Our People</b> Improving community relationships	Community satisfaction rating for interaction and responsiveness in dealing with the public	Annual Community Satisfaction Survey	74	75	68
<b>Our Services and Infrastructure</b> Providing appropriate, safe infrastructure for the community	Community satisfaction rating for local roads and footpaths	Annual Community Satisfaction Survey	55	55	55
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for traffic management and parking facilities	Annual Community Satisfaction Survey	54	54	54
Ensuring appropriate development occurs in the community	Community satisfaction rating for town planning policy and approvals	Annual Community Satisfaction Survey	56	57	52
<b>Our Jobs and Investment</b> Providing economic development services	Community satisfaction rating for economic development	Annual Community Satisfaction Survey	63	65	61
<b>Our Health and Resilience</b> Providing quality community services	Community satisfaction rating for health and human services	Annual Community Satisfaction Survey	74	74	73
Providing quality recreational facilities	Community satisfaction rating for recreational facilities	Annual Community Satisfaction Survey	62	67	65
Providing a safe environment for the community	Community satisfaction rating for enforcement of local laws	Annual Community Satisfaction Survey	63	65	64
<b>Our Learning and Knowledge</b>	There is no key strategic activity that relates specifically to this Blueprint Ballarat theme.				
<b>Our Heritage and Environment</b> Providing appropriate, safe infrastructure for the community	Community satisfaction rating for the appearance of public areas	Annual Community Satisfaction Survey	63	68	65
Providing waste services that are environmentally sustainable	Community satisfaction rating for waste management	Annual Community Satisfaction Survey	73	74	74
<b>Our Connections</b> Engagement of community in decision making on local issues	Community satisfaction rating for Council's engagement in decision making on local issues	Annual Community Satisfaction Survey	56	58	54
Strengthening advocacy processes	Community satisfaction rating for advocacy and representation on key local issues	Annual Community Satisfaction Survey	64	65	60
<b>Managing our Business</b> Improving community perceptions	Community satisfaction rating for overall performance generally of the Council	Annual Community Satisfaction Survey	62	64	59
Improving community perceptions	Community satisfaction rating for overall performance in key service areas and responsibilities of the Council	Annual Community Satisfaction Survey	63	65	62



## INTERPRETIVE ANALYSIS OF PERFORMANCE FOR 2006-07 FINANCIAL YEAR

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

**Actual performance achieving target:**

- Local roads and footpaths
- Traffic management and parking facilities
- Waste management

**Actual performance matches or bettered the actual performance of 2005/06:**

- Local roads and footpaths
- Traffic management and parking facilities
- Waste management
- Recreational facilities
- Enforcement of local laws
- Appearance of public areas

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

- Health and human services
- Enforcement of local laws
- Appearance of public areas

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

- Economic development
- Appearance of public areas
- Council's engagement in decision making on local issues
- Overall performance in key service areas and responsibilities

The results for 2007 are very similar to those of 2006 in that 10 of the 13 indicator results were within 4 points or equalled the targets set. Despite these results, the community believes Council should particularly improve its performance in areas that relate to Council's contact with and advocacy for the community and its town planning policy and approvals process.

Some of the reasons for the less than expected results are that Council has been developing a wide range of strategic plans that have been slightly controversial in nature such as the relocation of the livestock selling centre, industrial land rezonings and a number of heritage matters.

The severe drought conditions continued and were epitomised by the stark reality of Lake Wendouree drying up which no doubt shocked the community. Understandably, Council is perceived to have direct responsibility for water related matters affecting facilities such as the Lake, however, there are higher authorities that have greater responsibility for the supply of water to the Ballarat community. Nevertheless Council works collaboratively with these authorities and contributes through the Lake Blitz program and other strategies.

Council strives to be responsible in the usage of water that it controls hence the development of its drought proofing strategy and the creation of sports precincts to enable different sporting disciplines to continue their programs under a rationalised water consumption regime. Also under this regime Council has attempted to maintain the appearance of open space to a reasonable standard, given the dry conditions, with some success.

With respect to recreational facilities the Buninyong and Brown Hill communities, under the threat of closure of their outdoor pools, gave undertakings that they would increase the patronage of their respective pools over the 2006/07 summer season in order to retain their continued operation. Council agreed therefore to continue to fund the maintenance and operation of the pools for the season and the positive survey results would suggest a successful partnership occurred between Council and the community in this regard.

The results for these two areas reflect these improvements with both the appearance of public places and recreational facilities results being 2 and 3 points respectively better than their survey results in 2006.

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

- Local roads and footpaths
- Waste management
- Health and human services

### COUNCIL APPROVAL OF THE PERFORMANCE STATEMENT

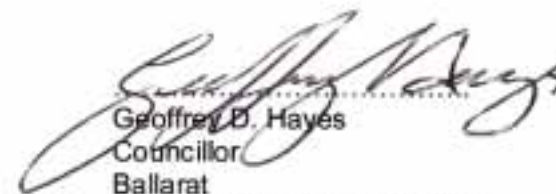
In our opinion, the accompanying performance statement of the Ballarat City Council in respect of 2006/2007 financial year is presented fairly in accordance with the Local Government Act 1989.

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.



David N. Vendy  
Councillor  
Ballarat  
Dated: 12<sup>th</sup> September, 2007



Geoffrey D. Hayes  
Councillor  
Ballarat  
Dated: 12<sup>th</sup> September, 2007

## INDEPENDENT AUDIT REPORT

## City of Ballarat

## To the Councillors

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

This auditor's report for the financial year ended 30 June 2007 relates to the performance statement of City of Ballarat included on its web site. The Councillors of the City of Ballarat are responsible for the integrity of the web site. I have not been engaged to report on the integrity of the web site. The auditor's report refers only to the statements named below. 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 this web site.

*The Performance Statement*

The accompanying performance statement for the year ended 30 June 2007 of the City of Ballarat which comprises the statement, the related notes and the council approval of the performance statement has been audited.

*The Responsibility of the Councillors for the Performance Statement*

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

*Auditor's Responsibility*

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to internal control relevant to the Councillors' 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 Council's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

1

## Independent Audit Report (continued)

*Independence*

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

*Auditor's Opinion*

In my opinion, the performance statement of the City of Ballarat in respect of the 30 June 2007 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE  
20 September 2007

  
D.D.R. Pearson  
Auditor-General

2



## National Competition Policy Compliance – 2006/2007

### Certification by Chief Executive Officer

Ballarat City Council has complied with the requirements of the Local Government Improvement Incentive Program in respect of:-

- National Competition Policy (in accordance with National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002);

for the financial year 2006/2007 as set out below:

<p><b>A. Trade Practices Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i></p>	Compliant
<p><b>B. Local Laws Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i></p>	Compliant
<p><b>C. Competitive Neutrality Compliance</b></p> <p><i>State whether the Council is compliant or non-compliant for all significant businesses. If non-compliant, justify or cite actions to redress.</i></p>	Compliant

I certify that:

- this statement has been prepared in accordance with the 2006/2007 Local Government Improvement Incentive guidelines issued in June 2007 for reporting on the following criterion:- National Competition Policy in accordance with National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002); and
- this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



(Richard Hancock, Chief Executive Officer, City of Ballarat)

Date: 9 August, 2007

## STANDARD STATEMENTS

1 JULY 2006 TO 30 JUNE 2007

### STANDARD INCOME STATEMENT

For the year ending 30 June 2007	2007 Budget \$'000	2007 Actual \$'000	Variance \$'000	Variance %	Ref
<b>Revenue from ordinary activities:</b>					
Rate Revenue	43,125	44,110	985	2.3	
Statutory Fees, Charges and Fines	22,261	24,304	2,043	9.2	
Grant Revenues	19,148	19,723	575	3.0	
Other Revenue	486	2,041	1,555	320.0	1
Reimbursements	23	76	53	230.4	
Interest Revenue	808	1,436	628	77.7	2
Share of profit in associates	-	(131)	(131)	-	
<b>Total Revenues</b>	<b>85,851</b>	<b>91,559</b>	<b>5,708</b>	<b>6.65</b>	
<b>Expenses from ordinary activities:</b>					
Employee Costs	33,184	33,048	(136)	0.4	
Contract payments, materials and services	27,733	29,532	1,799	6.5	
Depreciation	20,386	19,942	(444)	2.2	
Borrowing Costs	1,405	970	(435)	31.0	3
Other Expense	5,355	5,846	491	9.2	
<b>Total Expenses</b>	<b>88,063</b>	<b>89,338</b>	<b>1,275</b>	<b>1.45</b>	
Net Gain (Loss) on disposal of Assets	0	518	518	-	
Granted Assets	7,500	7,816	316	4.2	
<b>Net surplus (deficit) from operations:</b>	<b>5,288</b>	<b>10,555</b>	<b>5,267</b>	<b>99.60</b>	

**STANDARD BALANCE SHEET**

As at 30 June 2007	Budget 2006/2007 \$'000	Actual 2006/2007 \$'000	Variances		Ref
			\$'000	%	
<b>Current assets</b>					
Cash assets	14,291	31,100	16,809	117.6	4
Receivables	4,537	3,204	(1,333)	29.4	5
Non-Current Assets Held for Sale	-	1,199	1,199	-	
Other	1,404	762	(642)	45.7	
<b>Total current assets</b>	<b>20,232</b>	<b>36,265</b>	<b>16,033</b>	<b>79.2</b>	
<b>Non-current assets</b>					
Receivables	314	96	(218)	69.4	5
Property, plant and equipment	826,811	868,456	41,645	5.0	
Investment Property	-	4,305	4,305	-	
Investments in Associates	1,807	1,724	(83)	4.6	
<b>Total non-current assets</b>	<b>828,932</b>	<b>874,581</b>	<b>45,649</b>	<b>5.5</b>	
<b>Total assets</b>	<b>849,164</b>	<b>910,846</b>	<b>61,682</b>	<b>7.3</b>	
<b>Current liabilities</b>					
Payables	5,018	4,973	(45)	0.9	
Trusts	1,740	1,597	(143)	8.2	
Interest Bearing Liabilities	2,786	2,805	19	0.7	
Provisions	2,082	7,677	5,595	268.7	6
<b>Total current liabilities</b>	<b>11,626</b>	<b>17,052</b>	<b>5,426</b>	<b>46.7</b>	
<b>Non-current liabilities</b>					
Interest bearing liabilities	14,212	14,193	(19)	0.1	
Provisions	4,536	1,671	(2,865)	63.2	7
<b>Total non-current liabilities</b>	<b>18,748</b>	<b>15,864</b>	<b>(2,884)</b>	<b>15.4</b>	
<b>Total liabilities</b>	<b>30,374</b>	<b>32,916</b>	<b>2,542</b>	<b>8.4</b>	
<b>Net assets</b>	<b>818,790</b>	<b>877,930</b>	<b>59,140</b>	<b>7.2</b>	
<b>Equity</b>					
Accumulated surplus	556,620	555,796	(824)	0.1	
Other reserves	583	1,379	796	136.5	
Asset revaluation reserve	261,587	320,755	59,168	22.6	8
<b>Total equity</b>	<b>818,790</b>	<b>877,930</b>	<b>59,140</b>	<b>7.2</b>	

**STANDARD CASH FLOW STATEMENT**

For the year ending 30 June 2007	2007 Budget \$'000 Inflows (Outflows)	2007 Actual \$'000 Inflows (Outflows)	Variances		Ref
			\$'000	%	
<b>Cash Flows from Operating Activities</b>					
<b>Payments</b>					
Employee costs	(34,555)	(32,600)	1,955	5.7	
Contract payments, materials and services	(26,362)	(34,333)	(7,971)	30.2	
Interest and other costs of finance	(1,405)	(977)	428	30.5	
Other expenses	(5,355)	(5,861)	(506)	9.4	
<b>Receipts</b>					
General Rates	42,909	43,921	1,012	2.4	
Government Grants	19,148	21,017	1,869	9.8	
User Charges	22,261	27,868	5,607	25.2	
Net GST Refund	-	2,546	2,546	-	
Interest	808	1,436	628	77.7	
Reimbursements	23	76	53	230.4	
Other revenue	7,986	2,158	(5,828)	73.0	
<b>Net Cash Flow from Operating Activities</b>	<b>25,458</b>	<b>25,251</b>	<b>(207)</b>	<b>0.81</b>	<b>9</b>
<b>Cash Flow from Investing Activities</b>					
<b>Payments for:</b>					
Infrastructure, Property, Plant and Equipment	(27,327)	(20,832)	6,495	23.8	
Loans and Advances	-	0	-	-	
<b>Proceeds from:</b>					
Property, Plant and Equipment	-	2,516	2,516	-	
Loans and Advances	-	63	63	-	
<b>Net Cash Flow from Investing Activities</b>	<b>(27,327)</b>	<b>(18,253)</b>	<b>9,074</b>	<b>33.21</b>	<b>10</b>
<b>Cash Flow from Financing Activities</b>					
Proceeds from borrowings	4,537	5,175	638	14.1	
Repayment of borrowings	(4,537)	(5,175)	(638)	14.1	
<b>Net Cash Flow from Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(1,869)</b>	<b>6,998</b>	<b>8,867</b>	<b>474.42</b>	
Cash at Beginning of Period	16,160	24,102	7,942	49.1	
<b>Cash at End of Period</b>	<b>14,291</b>	<b>31,100</b>	<b>16,809</b>	<b>117.62</b>	



INTERPRETIVE ANALYSIS OF PERFORMANCE FOR 2006-07 FINANCIAL YEAR

STANDARD STATEMENT OF CAPITAL WORKS

For the year ending 30 June 2007	Budget 2006/2007 \$'000	Actuals 2006/2007 \$'000	Variances		Ref
Capital Works Areas			\$'000	%	
Buildings	324	1,561	(1,237)	381.8	
Land	0	656	(656)	-	
Subdivision Assets	7,500	7,816	(316)	4.2	
Furniture and Fittings	-	179	(179)	-	
Artworks	-	491	(491)	-	
Infrastructure	13,219	10,973	2,246	17.0	
Plant and Equipment	2,975	2,335	640	21.5	
Recreation and Business Structures	3,309	3,715	(406)	12.3	
<b>Total capital works</b>	<b>27,327</b>	<b>27,726</b>	<b>(399)</b>	<b>1.46</b>	<b>11</b>
<b>Represented by:</b>					
Renewal	16,888	16,699	189	1.1	
Upgrade	-	-	-	-	
Expansion	-	-	-	-	
New assets	10,439	11,027	(588)	5.6	
Other	-	-	-	-	
<b>Total capital works</b>	<b>27,327</b>	<b>27,726</b>	<b>(399)</b>	<b>1.46</b>	

Property, Infrastructure, Plant and Equipment movement Reconciliation Worksheet	Budget 2006/2007 \$'000	Actuals 2006/2007 \$'000	Variances	
			\$'000	%
The movement between the previous year and the current year in property, infrastructure, plant and equipment as shown in the Statement of Financial Position links to the net of the following items:				
Total capital works	27,327	27,726	(399)	1.5
Asset revaluation movement	-	1,824	(1,824)	-
Depreciation and amortisation	(20,386)	(19,942)	(444)	2.2
Written down value of assets sold	-	(1,998)	1,998	-
<b>Net movement in property, infrastructure, plant and equipment</b>	<b>6,941</b>	<b>7,610</b>	<b>(669)</b>	<b>9.6</b>

1. Summary of Accounting Policy

These financial reports of the Council are special purpose financial reports that consists of a Standard Income Statement, Standard Balance Sheet, Standard Cash Flow Statement and Standard Statement of Capital Works. These special purpose financial reports have been prepared on an accounting basis that are consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

These special purpose financial reports do not form part of Council's general purpose financial reports.

2. Standard Income Statement

The Standard Income Statement shows a net deficit from operations of \$10.555 million for the year ended 30th June 2007. The major impact on the financial operations compared to the adopted budget are:

1. In August 2006 the Council adopted "carryovers" which take into account income received from both the state and federal governments in June 2006 which related to the deliver of services during the 2006/07 financial year. In addition, a number of projects from the 2005/06 year were completed during 2006/07, as such, the corresponding funds were transferred to the 2006/07 financial year.

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

(1) Other Revenue

Council received funds for new projects that were not budgeted for during the 2006/07 financial year. The principal project was the Ballarat Tennis Strategy of which \$265,000 was received to complete this strategy. Council also received a total of \$165,000 relating to Workcover reimbursements that were not budgeted for during the 2006/07 financial year.

(2) Interest Revenue

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

(3) Borrowing Costs

The stronger cash position allowed borrowings to be deferred until later in the 2006/07 year, thus reducing borrowing costs

3. Standard Balance Sheet

(4) Cash Assets

The cash position for the Council was \$16.809 million higher than budgeted. The improved cash position is attributed to two main factors:

1. Cash held at the 1st July 2006 was \$7.942 million higher than anticipated.
2. Expenditure on investing activities was lower than anticipated. The surplus of funds from investing activities will be carried over to the 2007-2008 financial year to enable uncompleted projects to be finalised.

(5) Receivables

Debtors were lower than budgeted due to funds from the sale of the car park being received and improved operations of debt collection resolving long outstanding issues.

(6) Provisions (Current liabilities)

Change in accounting standards and the subsequent change in the treatment of employees entitlements has changed the split between current and non-current liabilities compared to the treatment used at the time of the 2006/07 budget.

(7) Provisions (Non-current Liabilities)

Change in accounting standards and the subsequent change in the treatment of employees entitlements has changed the split between current and non-current liabilities compared to the treatment used at the time of the 2006/07 budget.

(8) Asset Revaluation Reserve

Revaluations of property and infrastructure during the year resulted in unexpected increases to the asset revaluation reserve. No reliable budget forecast was able to be made for the revaluations.

4. Standard Cash Flow Statement

The Standard Cash Flow Statement shows a net increase in cash resources

of \$6.998 million for the year ended 30th June 2007. The following analysis is provided for information purposes.

(9) Cash Flows from Operating Activities

The net result of cash flows from operating activities there was a significant increase in payments for the year due to the carryovers from the 2005/06 financial year being brought forward to the 2006/07 financial year. Though the cash balances and the end of the 2005/06 financial year were sufficient to fund the increase in payments, Council experienced a higher level of growth within the municipality which result in increase revenues for the year. These increased revenues were collected, in addition outstanding debts during the 2006/07 were reduced resulting in additional cash received.

(10) Cash Flows from Investing Activities

A number of Major Capital Projects did not commence or there were delays associated with lead times required to commence projects. These funds will be transferred to the 2007-2008 budget to enable the completion of the works.

5. Standard Statement of Capital Works


(11) Total Capital works

Though the final variation between the adopted budget and the final position for expenditure relating to capital works is minor, there a few variations that occurred that require noting. These variations relate to:

1. In August 2007 Council approved additional expenditure relating to unfinished projects from 2006/07. This amended budget was known as the "Revised Budget" and monitored against during the remainder of 2006/07.
2. Council received art acquisitions which were not budgeted for.
3. Unfinished works during 2006/07 to be carried forward to 2007-2008.

**Certification Of Standard Statements**

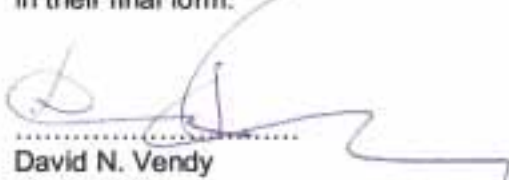
In my opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government ( Finance and Reporting )Regulations 2004.


  
Principal Accounting Officer  
G.E. Kallio CPA  
Ballarat  
Dated: 12<sup>th</sup> September, 2007


In our opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial statements and in accordance with the Local Government Act 1989 and the Local Government ( Finance and Reporting )Regulations 2004.

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

We have been authorised by the Council on 12<sup>th</sup> September 2007 to certify the standard statements in their final form.

  
David N. Vendy  
Councillor  
Ballarat  
Dated: 12<sup>th</sup> September, 2007

  
Geoffrey D. Hayes  
Councillor  
Ballarat  
Dated: 12<sup>th</sup> September, 2007

  
R.W. Hancock  
Chief Executive Officer  
Ballarat  
Dated: 12<sup>th</sup> September, 2007

**INDEPENDENT AUDIT REPORT**

**City of Ballarat**

**To the Councillors**

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

This auditor's report for the financial year ended 30 June 2007 relates to the financial report of City of Ballarat included on its web site. The Councillors of the City of Ballarat are responsible for the integrity of the web site. I have not been engaged to report on the integrity of the web site. The auditor's report refers only to the statements named below. 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 this web site.

*The Financial Report and Standard Statements*

The accompanying financial report for the year ended 30 June 2007 of the City of Ballarat which comprises of the income statement, balance sheet, statement of changes in equity, cash flow statement, a summary of significant accounting policies and other explanatory notes to and forming part of the financial report, and the certification of financial statements has been audited.

The accompanying standard statements for the year ended 30 June 2007 of the Council which comprises of the standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of standard statements have been audited.

*The Responsibility of the Councillors for the Financial Report and Standard Statements*

The Councillors of the City of Ballarat are responsible for the preparation and the fair presentation of:

- the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in note 1 of the statements and the requirements of the *Local Government Act 1989*.

This responsibility includes:

- establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.



## Independent Audit Report (continued)

### *Auditor's Responsibility*

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the financial report and standard statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to internal control relevant to the Councillors' preparation and fair presentation of the financial report and standard statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of the accounting policies used, and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report and standard statements.

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

### *Independence*

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

### *Auditor's Opinion*

In my opinion:

- the financial report presents fairly, in all material respects, the financial position of the City of Ballarat as at 30 June 2007 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), and the financial reporting requirements of the *Local Government Act 1989*.
- The standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in note 1 to the statements and comply with the requirements of the *Local Government Act 1989*.

MELBOURNE  
20 September 2007

  
For D.D.R. Pearson  
Auditor-General

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