

Annual Report | 2011-2012

Sustaining growth. Strengthening communities.





\$38.8

MILLION TO BE INVESTED
IN STAGE ONE OF THE
BALLARAT WEST LINK ROAD



40,000

NEW RESIDENTS TO MAKE BALLARAT
WEST GROWTH ZONE HOME OVER
THE NEXT 30 PLUS YEARS

BALLARAT WEST GROWTH ZONE

PLANNING FOR POPULATION GROWTH



9,000

**JOBS TO BE CREATED IN
BALLARAT WEST EMPLOYMENT
ZONE, CREATING A \$5 BILLION
INJECTION INTO LOCAL ECONOMY**

BALLARAT

**ONE OF AUSTRALIA'S FASTEST
GROWING CITIES**



**STATE MASTERS ROWING
CHAMPIONSHIPS INJECT
\$498,000
INTO LOCAL ECONOMY**

**NATIONAL MASTERS ROWING
CHAMPIONSHIPS INJECTS
\$1.9 MILLION INTO
LOCAL ECONOMY**

**BALLARAT SECURES 2014
WORLD ROWING MASTERS
CHAMPIONSHIPS**

INVESTMENTS RETURNS EVENTS TO LAKE WENDOUREE

**HEAD OF THE LAKE RETURNS TO LAKE
WENDOUREE FOR 100TH YEAR**



652 MEGALITRES OF
STORM AND RECYCLED
WATER SUPPLIED TO LAKE
WENDOUREE TO MAINTAIN
WATER LEVEL



\$3M

**THREE MILLION INJECTED
INTO LOCAL ECONOMY**

2ND

**LARGEST ANNUAL REGIONAL
VICTORIAN EVENT**

BEGONIA FESTIVAL

2012 BALLARAT BEGONIA FESTIVAL

28,000
VISITORS



104 LOCAL COMMUNITY
GROUPS INVOLVED



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

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

ABOUT THIS REPORT

Ballarat's historic Her Majesty's Theatre in Lydiard Street South. Her Majesty's Theatre is Australia's oldest continuously operating purpose-built theatre. Concerts, live shows and plays are still held here, including the Royal South Street Society Annual Eisteddfod, which has been conducted here since 1896.



Welcome to the 2011 – 2012 Annual Report for the City of Ballarat.

Prepared in accordance with the requirements and guidelines of the Local Government Act 1989, the City of Ballarat 2011-2012 Annual Report provides a detailed outline of Council's operational and financial performance from 1 July 2011 to 30 June 2012.

The Annual Report is underpinned by the City of Ballarat Council Plan 2009-2013, which outlines Council's strategic objectives and key strategies. As part of this Plan, Council embarked on an ambitious program of projects and strategies to be delivered over the 11/12 financial year. This Annual Report is an opportunity for Council to provide an update on the progress and achievements of these projects including any challenges identified during the process. The Annual Report aims to inform Council's stakeholders including ratepayers, residents, community and interest groups, businesses, state and federal government, government agencies, media, the wider community and Council staff.

Where to get a copy

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

Want more information?

The Annual Report 2011-2012 contains important information about the City of Ballarat. If you need clarification or further information on content contact the City of Ballarat by:

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

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

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

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

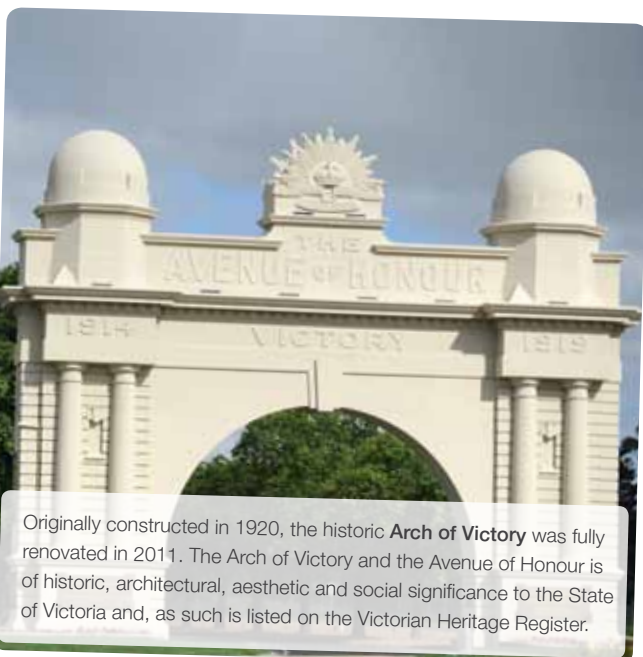
In person: Visit Council's Customer Service Centre located at 25 Armstrong Street South, Ballarat

By post: City of Ballarat
PO Box 655 Ballarat 3353, Victoria, Australia

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



Located on Wendouree Parade, the **Ballarat Botanical Gardens** are one of Australia's most significant cool climate gardens. Established in 1858 the 40 hectare heritage listed space features a remarkable collection of mature trees and statuary.



Originally constructed in 1920, the historic **Arch of Victory** was fully renovated in 2011. The Arch of Victory and the Avenue of Honour is of historic, architectural, aesthetic and social significance to the State of Victoria and, as such is listed on the Victorian Heritage Register.

FAST FACTS



19
CONSERVATION
RESERVES THAT
OCCUPY 576
HECTARES



2.4 PEOPLE IN THE
AVERAGE HOUSEHOLD



BALLARAT MUNICIPALITY

740 km²



99,456
MEALS ON WHEELS SERVED



535 km
OF FOOT PATHS



3 LIBRARIES &
1 MOBILE LIBRARY

254 DIFFERENT
TYPES OF OPEN
SPACE THAT OCCUPY
2383 HECTARES

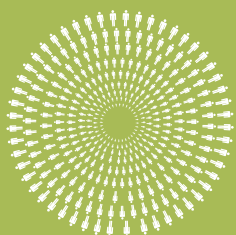


POPULATION **95,000** (2011 CENSUS)



26 FORMAL
RECREATION
RESERVES

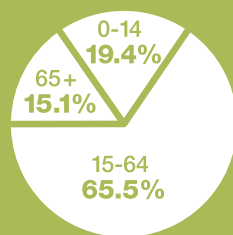
1.48%
POPULATION
GROWTH RATE



14.6%
POPULATION
BORN OVERSEAS



POPULATION
AGE STRUCTURE



42,000
RATEABLE
RESIDENTIAL
PROPERTIES

BALLARAT ONE OF THE NATION'S FASTEST GROWING INLAND CITIES

History of Ballarat

The Wathaurung people were the first inhabitants of the 740 square kilometre area that makes up the municipality of the City of Ballarat. The Wathaurung's traditional homelands spanned an area from Ballarat to the southern coast near Lorne, and east to the Werribee River.

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

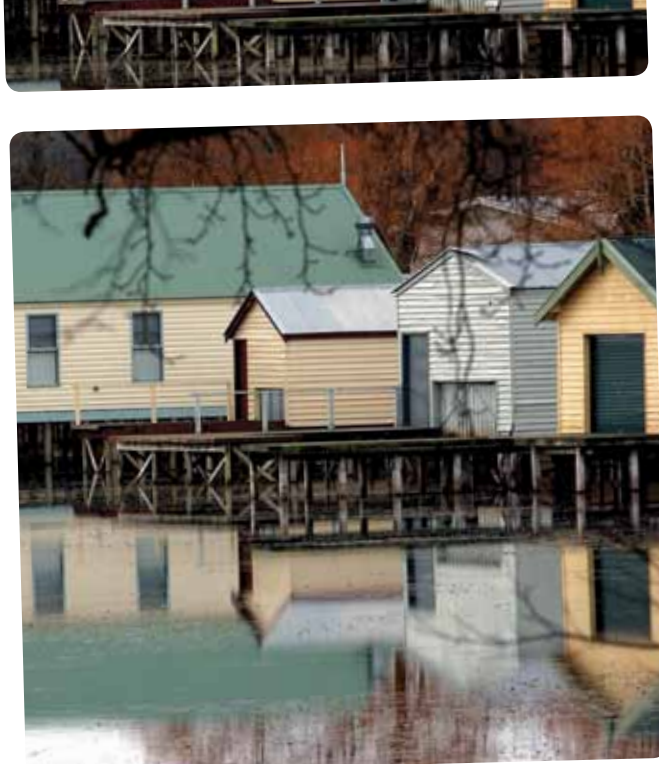
Ballarat's history changed forever in 1851 when prospectors John Dunlop and James Regan found gold at Poverty Point. In the year after the pair's discovery of a few ounces of gold while panning in the Canadian Creek, 20,000 diggers worked the goldfields hoping to find their fortune.

The city and its gold were at the centre of one of the most important moments in Australia's history. The December 1854 uprising at Eureka was prompted by gold miners' anger at Government mining licences. When Government soldiers stormed a stockade built by the miners, 30 miners and six troopers were killed. Within six months, new laws were passed aimed at giving miners a better deal, with miners' licences abolished and replaced by new miners' rights. The rebellion and its consequences are considered a pivotal moment in Australian Democracy.

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

In the years following the goldrush, Ballarat established itself as a key centre for manufacturing. In the nineteenth century some of the first steam engines to operate on Victoria's new railways were built at Ballarat's Phoenix Foundry.

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



Pictured – Lake Wendouree

About Ballarat

With a population of 95,000 people (Australian Census, 2011), Ballarat is the regional capital of western Victoria.

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

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

History of the Municipality

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

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

The City was surrounded by the Borough of Sebastopol and the shires of Ballarat, Bungaree, Grenville, Bungaree and Ripon.

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



Live in Ballarat

Respecting our past and planning for our future

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

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

Four new suburbs are being planned for this area, providing homes for 18,000 families. Ballarat's newest suburb of Lucas is in its advanced planning stages and the 750 hectare suburb will cater for around 4,000 new homes.

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

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

Work in Ballarat

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

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

Ballarat is western Victoria's leading health service provider, servicing a regional population of more than 400,000 people. The City of Ballarat is working in partnership with the Committee for Ballarat and key stakeholders to create a medical and health precinct in the CBD.

Ballarat is home to the largest Information, Communications and Technology (ICT) Park in regional Australia with 30 businesses and more than 1,500 employees. Plans for expansion are well-advanced.

The City of Ballarat currently invests \$215,000 per annum into Ballarat's strong ICT sector and is working closely with the University of Ballarat to expand the Technology Park, maximise the opportunities of the National Broadband Network (NBN) and attract ICT companies that will help support the other growth industries of health, education, government administration and research.

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



3



4



5

Visit Ballarat

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

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

In Ballarat history comes to life. Home of Australia's most famous civil insurrection, the 1854 Eureka Rebellion heralded the birth of democracy. Visitors walk through history following the Eureka Trail and explore the world famous Sovereign Hill, an open-air museum recreating the Ballarat Goldfields of the 1850s.

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

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

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

In January, thousands of cycling enthusiasts line the streets of Ballarat and Mount Buninyong to cheer the competitors of the Mars Cycling Australia Road National Cycling Championships. Community events, including the Ballarat Begonia Festival and Ballarat Heritage Weekend, attract large crowds of residents and visitors. This year, the inaugural Ballarat Beer Festival and the Australian Masters Rowing Championships at Lake Wendouree were popular events.

Invest in Ballarat

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

The City of Ballarat's CBD Strategy is a detailed plan that outlines opportunities for development, making sure the beautiful architecture of the city centre is protected and enhanced, while encouraging new investments and opportunities.

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

In the 2010/11 financial year, more than \$22,863,329 of Council's total expenditure of \$28,274,221 was awarded to local businesses, and the program is growing in participation and reputation every year.

Image 1: One of Ballarat's many tree lined, heritage streetscapes.

Image 2: Visitors explore Ballarat

Image 3: University students catch up at the University of Ballarat Camp Street campus

Image 4: Residents enjoy catching up at one of Ballarat's popular cafes

Image 5: Established in 1884 as Australia's first regional gallery, the Art Gallery of Ballarat is home to the country's largest and finest regional collection of Australian art and special exhibitions.

A WORD FROM OUR MAYOR

This year has been a productive one characterised by internal structural change, continued growth and powerful community led debate, culminating in a change in plan for the Civic Hall site.

This past year has indeed challenged Council with significant structural reforms, giving entity status to Ballarat Regional Tourism, the Art Gallery of Ballarat and Museum of Democracy at Eureka with work towards similar entity status for Her Majesty's Theatre. The Library service was also brought back to Council and community debate and consultation saw the Civic Hall development take a new turn.

Our City now has a population of around 95,000 with a growth rate close to 2%, the highest since the Gold Rush and greater than Melbourne as a whole. The pace of change is not as high as the urban fringe of Melbourne but our significant challenge is to enable orderly new settlement while preserving our own unique and beautiful regional capital's physical and cultural heritage.

Council's workforce of over 1300 paid and voluntary staff contribute every day to plan for future infrastructure, maintain our precious heritage assets and deliver services as diverse as statutory planning to Meals on Wheels. They consistently set high standards when benchmarked against other councils regionally and across the state and I give them, on behalf of the community, our gratitude.

Council for its four year term took a policy decision to cap rate rises to 4% per annum and this year saw rates increased at just 3.5%, with region averages above 5% for the sector. Expenditures and fiscal policy hence had to be strictly controlled to deliver to the Council Plan which delivered more than \$55 million in capital works including \$10.5 million for roads funding with \$2.6 million for rural roads and maintained more than 120 different services to residents this year in tough economic times nationally in regions not substantially benefiting in resources sector growth.

Significant in this year was the community debate and subsequent change of direction for the Civic Hall site. Council's Central Business District plan to keep white collar jobs in the CBD and a neglected Civic Hall site had combined to give a proposal for demolition of the Civic Hall and the building of Council offices that had envisaged borrowings for this substantial civic works. Council, after an extensive community led debate, ceased development of this potential project and entered into a new and direct community consultation process that will give the new Council to be elected in the October general election a clean slate and body of consultations to rejuvenate the site. The productive nature and engagement of this consultation has, while confronting at times, shown this community is ready to tackle difficult choices.

Another significant change of direction has been embodied in the Library services returning to Council from the Central Highlands Library Corporation in a service sharing model with surrounding municipalities. This model offered the obvious benefits of using synergies already existing in Council such as human resources and administration to cut costs and direct these resources into stock and services. The Library staff must be highly commended in the way this transition has occurred and we welcome them and their expertise into the organisation.



This year also saw the acknowledgement of the expertise and capability of the tourism, visual arts and performing arts sectors in the work to establish Ballarat Regional Tourism, the Art Gallery of Ballarat and soon Her Majesty's Theatre as their own entities. The new entities also including the Museum of Democracy at Eureka, will have financial and service level agreements with the City but will have increased freedom in event and exhibition programming and sector development. We wish all these new entities and boards the best with their endeavours.

Beyond the City, Council continues to be part of the Central Highlands Regional Mayors' and CEOs' Forum and Regional Cities group to share initiatives and keep dialogue active with State and Federal Governments as an adjunct to our own local representatives. We continue to be advocates for our region as a whole as we lobby with our regional partner councils in the framework of the Regional Growth Plan. The number one priority for external funding remaining is the Ballarat West Employment Zone, the industrial and economic project for job creation that the Ballarat West Growth Zone developments envisaged population of 40,000 new residents will need. State and Federal Governments can play their part here with funding core infrastructure to cement our local economy's sustainability over the next 20 years.

In an environment that has many economic uncertainties on the horizon from as yet uncertain ongoing liabilities for pre 1998 defined benefits superannuation to manufacturing and retail sectors in transition, the consistency of the fiscal bottom line and service and infrastructure delivery is the key responsibility that Local Government must embrace to give community confidence about the City's future.

Our rich and sometimes idiosyncratic culture in this City is the key to maintaining our lifestyle and unique way of life. In this time of increasing change institutions such as our Art Gallery of Ballarat, Royal South Street Society, football clubs and theatre groups will help us rise to the cultural challenge and Council will continue to provide the physical infrastructure and services to enable maintenance and growth of our community on our own terms.

Cr Mark Harris
Mayor

A WORD FROM OUR CEO

Over a number of years, the City has been committed to delivering sustainable budgets, balancing investment in long term infrastructure and services while ensuring the city is in the best possible financial position. In 2011/12 the benefits of this long term strategic planning have been more apparent than ever.

Our focus has remained on delivering strong financial management, high standards of governance, infrastructure renewal and upgrades, completion of key major projects that will create jobs and investment and the provision of more than 120 services that deliver the maximum community value.

The key has been disciplined financial control balanced with investment in priority infrastructure and services. This has ensured that Council's budget outcomes were robust and remained consistent with the Long Term Financial Strategy. The City's 2011/12 budget was delivered with a rate rise of only 3.5 percent, substantially lower than the regional average increase of 5.4 percent and below the Council's cap of 4 percent.

I am pleased to report that 2011/12 was a year of significant achievement for the City of Ballarat.

Renewing and maintaining infrastructure remains one of the highest priorities as it has done since 2008. We have continued the City's strong track record of investment into infrastructure projects, with \$55 million in capital works expenditure, including \$13.1 million into road projects alone with almost a 100 percent completion rate on road projects.

\$4.4 million was ploughed into key sports infrastructure, delivering vastly improved facilities, playing surfaces, car parks and lighting across major city venues such as Prince of Wales Park, Eastern Oval and the Ballarat Regional Soccer Facility.

Council has worked hard to deliver on our commitment to infrastructure renewal and upgrades and we are pleased with the works undertaken not only to our key sporting precincts but also to community playgrounds, halls and facilities.

During this year we have delivered a number of the key projects that our Councillors identified as priorities for this term.

The rejuvenation of Lake Wendouree after more than a decade of drought was capped off with the successful staging of the 100th Head of the Lake event in March and Masters Rowing in May. Rowing course works completed include the dredging and widening of the rowing course to international and World Masters standards, installing a course buoying system along the 2 kilometre course, new starting pontoons, renewed finish pontoons and an upgraded judges box.

A planned approach was undertaken to manage weed on Lake Wendouree and Council contracted three weed cutting vessels to manage lake weed levels. In the 2012 weed cutting season, Council removed 2.5 times more lake weed than the 2007 season and a contract was awarded to purchase a lake weed cutting machine to sustainably and cost effectively manage weed levels.

The completion of this major piece of work will see the Lake rowing course the focus of world attention in 2014 with the hosting of the World Masters Rowing Championships here in Ballarat.



The rowing course is not the only piece of international standard infrastructure that Council focused on during this year. In early 2012, the City of Ballarat brought together a consortium of sporting and community groups to spearhead the development of a Major Events and Entertainment Precinct for Ballarat and ensure the precinct delivers maximum value for the community.

The Consortium is working with Council to develop a masterplan for the precinct that will enable Ballarat to attract world class events and national exhibitions with facilities to develop sports excellence. Work is progressing well on this project.

The Museum of Australian Democracy at Eureka (M.A.D.E.) progressed significantly during this year. The contract was awarded to local builder Nicholson Construction and Council appointed a Board to provide guidance and oversight on this key project. MADE will be of national and international interest and will encourage visitors and school groups to consider concepts of democracy and Ballarat's role in Australia's democracy through the Eureka uprising which occurred on the site of the Museum.

Success in local government requires councils to work constructively with all levels of government to achieve strategic aims and deliver local services and projects. The City of Ballarat has a strategic lobbying framework in place to build strong relationships at all levels of government and opposition and to advocate on behalf of the Ballarat community for support for key projects and policy positions.

Council met with both state and federal representatives on more than 75 occasions and this included the Ballarat Business Leader's Delegation to Canberra on 11 and 12 October. The delegation comprised of Council, Committee for Ballarat, Ballarat Health Services, University of Ballarat, The Courier and Selkirks who met with more than 70 members of the Government and Opposition.

The key platforms of the lobbying strategy have been support for early childhood centres, the Major Events and Entertainment precinct, Ballarat West Employment Zone, Ballarat Regional Soccer Facility, Link Road, reversal of TAFE cuts, cuts to gaming machine numbers, sustainable waste initiatives and planning support for the city's crucial growth zones. It is pleasing to note that as a result of our efforts, we secured \$1.2 million to upgrade four of our kindergartens and the \$35 million for the Link Road was confirmed.

Stage one of Link Road, the northern 4.2 kilometre section between the Western Freeway and the Lucas Neighborhood Activity Centre - corner Dyson and Remembrance drives, will create a vital freight link between the Ballarat West Employment Zone and the Western Highway. The road will also reduce the numbers of heavy vehicles in the Ballarat CBD.

In 2011/12, significant progress was made on long term projects such as the Ballarat West Employment Zone, which on completion will accommodate up to 9000 jobs and will inject \$5 billion into the Ballarat economy.

Following extensive community consultation, Council adopted the Masterplan for the Employment Zone, bringing the Employment Zone one step closer to going to market.

Ballarat delivered a masterplan for the Dowling Forest precinct surrounding the Ballarat Turf Club. The precinct will be zoned to encourage thoroughbred trainers and the industry to relocate to Ballarat delivering equine jobs and training locally.

These are the projects that will enable Ballarat to be a self-sustaining economy over the longer term and to successfully manage the migration of an additional 30,000 new residents over the next 15 years. As a Council we are working to ensure that this city is well placed to deliver the right opportunities for homes and employment, while delivering the services and facilities that our residents value.

During the 2011/12 year we successfully tendered the contract for the management of the Ballarat Aquatic and Lifestyle Centre. The contract is a win for the community as it commits the YMCA to investing into the facility for the next 10 years and making approved improvements to the centre on an ongoing basis. The new contract also provides for Aquatic and Lifestyle Centre management and programming to increase swim participation levels in Ballarat and free learn to swim classes. This contract is a real win for the community and illustrates how the City of Ballarat is achieving high standards of governance and infrastructure renewal for the city.

I am pleased to also note the work that has been undertaken by many of the teams to deliver higher than ever standards in services and infrastructure delivery for residents.

The presentation of our city has been a significant focus during the past twelve months with fantastic work undertaken along Sturt Street, the parks, gardens, roundabouts, Victoria Street and our entrances generally.

The planning team has also eliminated the backlog of planning applications that characterised the start of this Council term. The unit is now one of the best performing regional planning teams in the state with a clearance rate of 82 percent of all applications within 60 days.

The events team have delivered blockbuster events this year with the Begonia Festival and Heritage Weekend being the biggest ever. Record crowds visited both the Ballarat Begonia Festival in March and the Ballarat Heritage Weekend in May. In January, hundreds of people also flocked to the Ballarat Botanical Gardens to sample free music and twilight cinema as part of the Summer Sundays series of events.

Several of the key City planning frameworks have been strengthened during the year to place the City of Ballarat at the forefront of Asset Management and Risk Planning. These behind the scenes pieces of work ensure that Council can plan for the city's growth with certainty and can sustainably manage Council and community assets into the future.

These projects are a snapshot of the significant work being undertaken each day to improve the lives of our residents, deliver value for money and ensure Ballarat remains a great place to live.

As a Council we have also taken seriously our role as a regional leader and have worked within Regional Cities Victoria and the Central Highlands Mayors and CEOs group to ensure that this region is coordinated and forthright in its vision and its direction. While it has not all been smooth sailing and there are many agendas in a region of this size, I am pleased to note that there has been consensus in the key projects for the region and municipalities.

The Victorian Local Government Indicators for 2011/12 reveal that the City of Ballarat has had some significant wins in terms of financial performance, and projects commencements and completions. Additionally the results show that the community is pleased with our interactivity and responsiveness. The areas we will work to improve were around engagement, advocacy and our performance generally. This result will have also been impacted by several of the high profile public issues during the year which included the Civic Hall, Saleyards and the Swap Meet.

I am very proud of what we have achieved. The volume and pace of our work has never been more or better. However we can always do better. Our community expects better advocacy and engagement which will need to be an ongoing priority for us.

We have commenced a process of working across the organisation on Business Improvement that will see continuous improvement to services to the community.

We also need to get the balance right as we work towards large scale transformative projects for Ballarat to manage growth against working closely with our community on locally important issues and projects. These are challenges that I am looking forward to addressing and that I am confident that the organisation is up to meeting.

I would like to take this opportunity to thank our Councillors for their leadership and congratulate staff for their hard work across the year.



Anthony Schinck
Chief Executive Officer

FINANCIAL SUSTAINABILITY

Council continues to manage the many demands for funding to provide a diverse range of services to the residents of Ballarat. The City of Ballarat received revenue of \$150 million whilst managing \$1.5 billion of assets during the 2011/12 financial year.

The 2011/12 financial year had Council dealing with significant financial issues whilst delivering 100 plus services to the community within the Long Term Financial Strategy set out in the first term of this Council. External impacts such as the changing legislation to the operation of the Smythesdale Landfill and the Defined Benefits Superannuation liability meant Council was required to fund significant overruns.

Council met all financial impacts whilst maintaining a strong financial position within the Long Term Financial Strategy at 30 June 2012.

Financial Performance

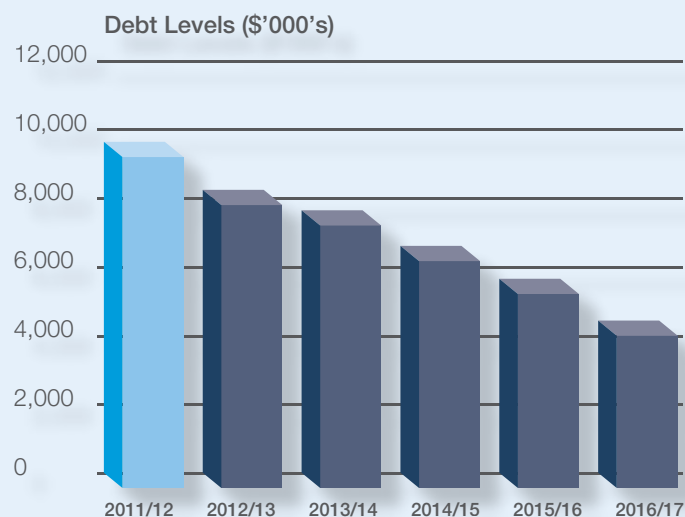
Council again recorded strong financial results, delivering an operating surplus of \$18.074 million, an increase over the budgeted surplus. Council's net asset position resulted in a reduction due to the revaluation of assets and the recording of the Defined Benefits Superannuation liability; Net Equity of the Council was recorded at \$1.390 billion dollars.

Throughout the year Council has delivered over 100 services to the community as well as the delivery of a \$55.169 million capital works program, an increase of the previous year's program of \$43.018 million.

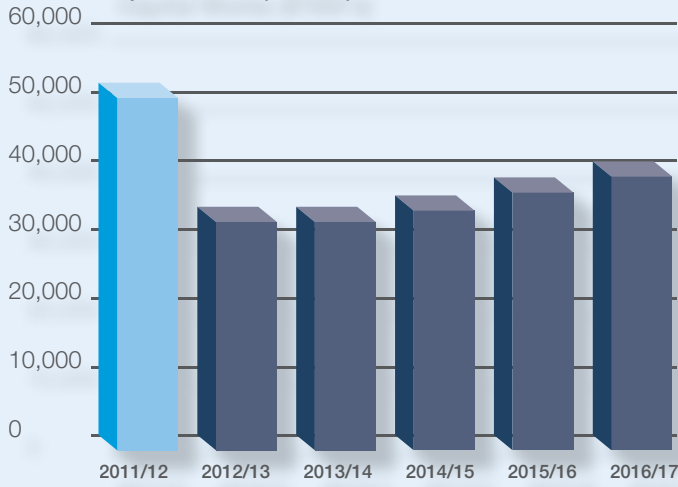
Council recorded an improved cash position at the end of the 2011/12 financial year totalling \$44.286 million, up from \$43.964 million of the previous year.

Key Financial Information

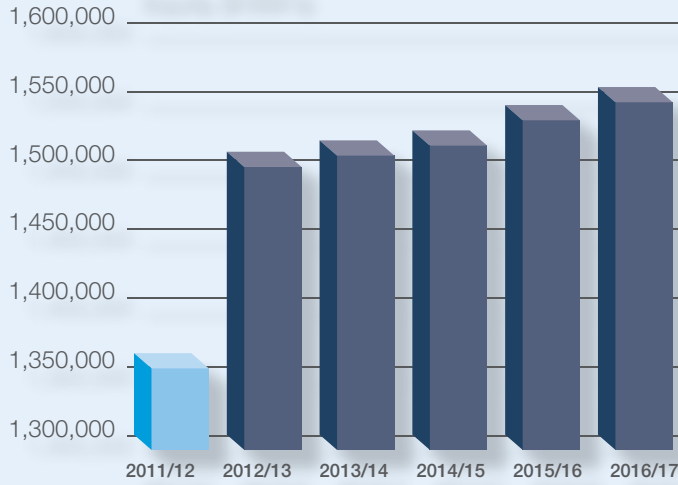
	Actual	Proposed				
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Rate Increase %	3.50%	4.00%	5.50%	4.00%	4.00%	4.00%
Operating Result (\$'000's)	18,074	3,823	12,488	11,620	7,676	11,762
Cash and Investments (\$'000's)	44,286	16,987	20,973	23,474	21,602	23,166
Capital Works (\$'000's)	55,169	39,096	38,325	39,858	41,452	43,110
Equity (\$'000's)	1,390,415	1,516,936	1,529,425	1,541,045	1,548,721	1,560,483
Debt Levels (\$'000's)	10,194	9,192	8,192	7,192	6,192	5,192
Working Capital %	153.97%	155.52%	188.05%	213.69%	205.88%	218.32%



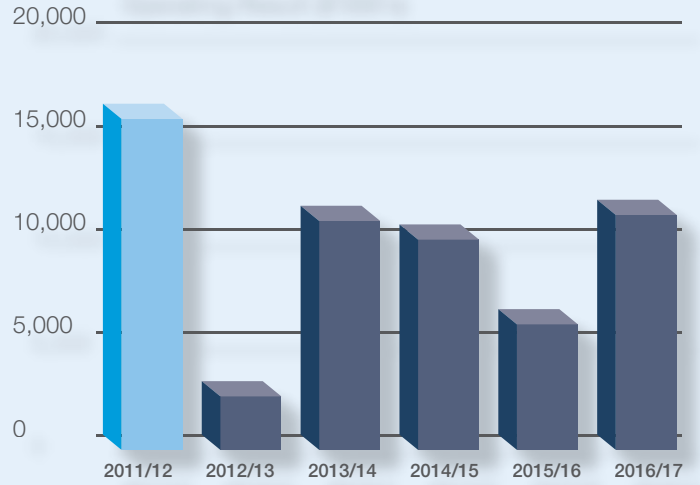
Capital Works (\$'000's)



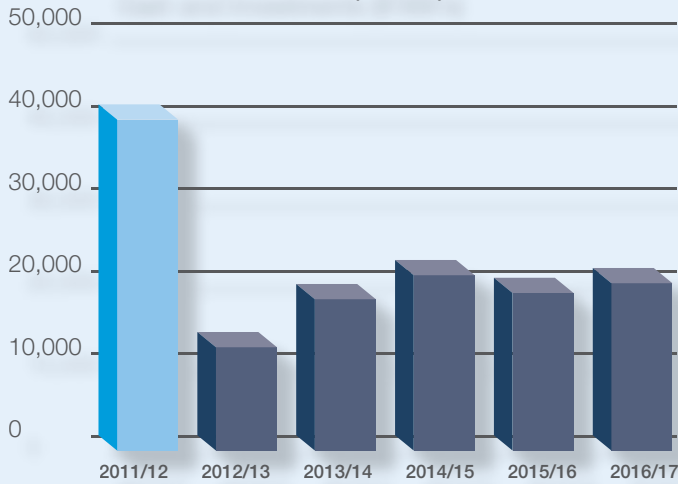
Equity (\$'000's)



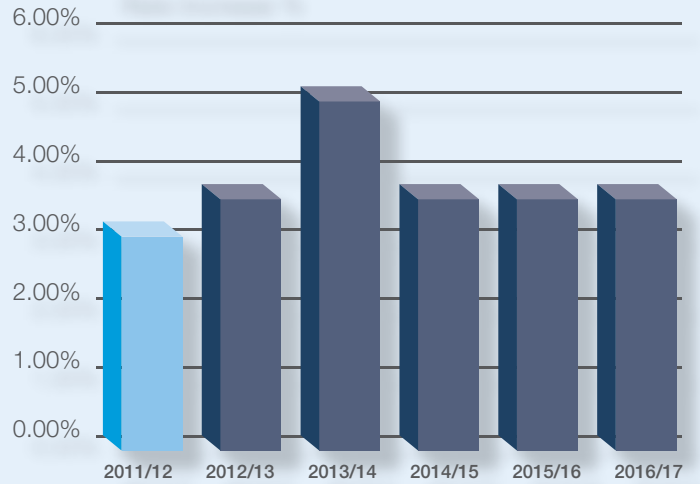
Operating Result (\$'000's)



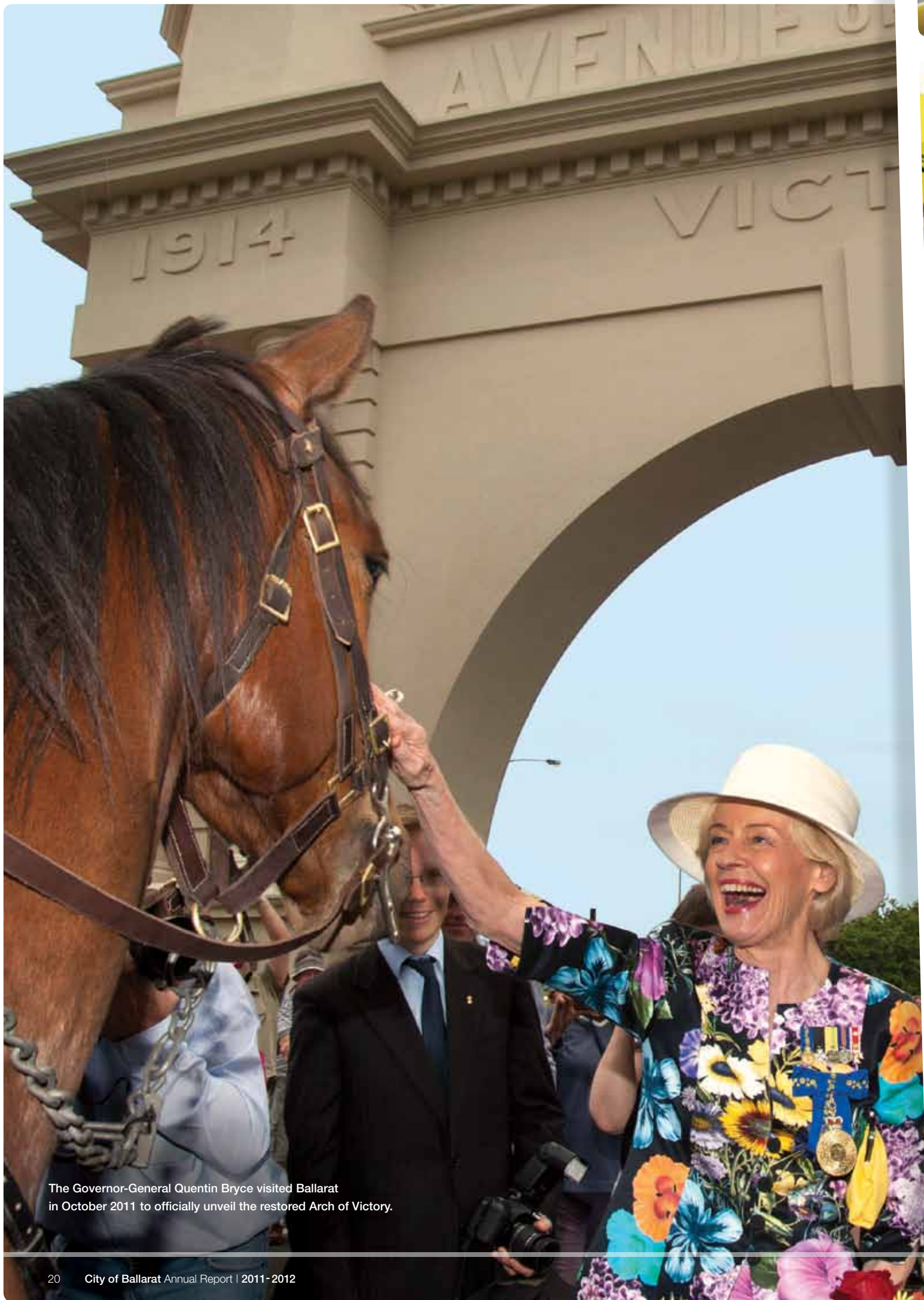
Cash and Investments (\$'000's)



Rate Increase %







The Governor-General Quentin Bryce visited Ballarat in October 2011 to officially unveil the restored Arch of Victory.



The Ballarat Airport



The weed harvester on Lake Wendouree



Planning is well underway on the Ballarat West Growth Zone

THE YEAR IN REVIEW A SNAPSHOT

Every year the City of Ballarat delivers a range of projects and services that benefit the residents of our municipality. Here is a snapshot of our achievements over the 2011/2012 financial year.

Growth and Development

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

- Following flood events in January 2011, Council invested \$500,000 towards urgent flood mitigation works. The works included duplication of drainage at the Bonshaw Creek south of the Glenelg Highway, as well as the construction of wetlands in the northern part of the Doug Dean Recreation Reserve
- Council continued to invest in dredging and infrastructure works at Lake Wendouree which, together with an ongoing weed harvesting program, saw the return of major aquatic events to Ballarat.
- The much anticipated \$810,000 restoration to the iconic Arch of Victory was officially unveiled by the Governor-General in October 2011.
- The brochure, "Your guide to living with koalas", received a planning excellence award from the Planning Institute of Australia
- Residents were invited to lodge community submissions on redevelopment options for the Civic Hall site
- Council made significant progress towards the development of the Ballarat West Growth Zone, including the precinct structure plans and planning scheme amendment for four new suburbs, with the first suburb Lucas, already under construction.
- Council delivered Stage 1 of the Ballarat Airport upgrade; a \$1.7million project which has included the installation of a new taxi way, new landing lights, a warming up apron, data and sewerage system.

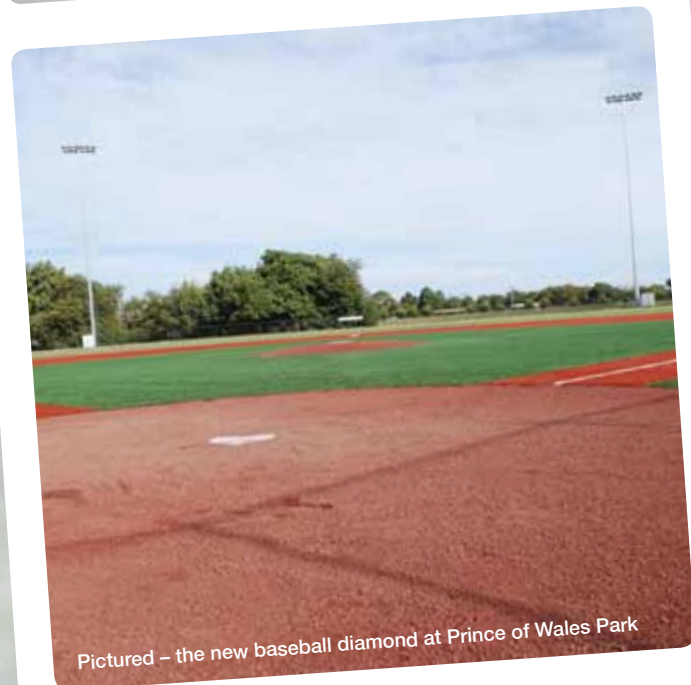
For more detailed information on Council's Growth and Development portfolio achievements over the 2011/12 financial year see page 47.

People and Communities

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

- Ballarat's library services were transferred from the Central Highlands Regional Corporation to the City of Ballarat. A new mobile library service was also introduced.
- Council continued to roll out its Playspace Planning Framework with new play spaces opened at the Bridge Mall, Lake Wendouree, Western Oval and the Doug Dean Reserve
- Council invested significantly in the Prince of Wales Park which is now home to a brand new baseball diamond, resurfaced hockey pitch, expanded car park and new lighting.
- Council adopted the Gaming Policy and Framework and the Reconciliation Action Plan.
- A detailed community visioning project was carried out at Victoria Park to develop a comprehensive plan for the future of Ballarat's largest public open space.
- The \$500,000 upgrade to the Buninyong Tennis Centre was completed, with the opening of eight new acrylic coated tennis courts making it the biggest and best in the region.
- Ballarat's very own community charter titled the Ballarat Charter for the Prevention of Violence against Women was developed.
- The City of Ballarat established a centralised preschool enrolment system.

For more detailed information on Council's achievements over the 2011/12 financial year see page 53.



Pictured – the new baseball diamond at Prince of Wales Park



The Western Oval play space was upgraded in 2012 as part of the roll out of the Playspace Planning Framework

Destination and Economy

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

- Work on Stage 2 of the construction of the Museum of Australian Democracy at Eureka was awarded to local company Nicholson Construction and is well advanced.
- A number of major events were held in Ballarat including the Masters Road National Cycling Championships; Ballarat Triathlon Multisport Festival; Summer Sundays; Ballarat Begonia Festival; Heritage Weekend; Cycling Australia Road National Championships; Eureka 157; and Australia Day.
- Ballarat was announced as the host of the 2014 World Masters Rowing Championships.
- The Art Gallery of Ballarat had a busy year with the completion of the new Gallery Annexe as well as hosting the Australian Modern Masterpieces exhibition, "Queen Elizabeth II: A Diamond Jubilee Celebration" photographic exhibition by Cecil Beaton and the Rick Amor Drawing Prize. It also welcomed the return of the restored Eureka Flag.

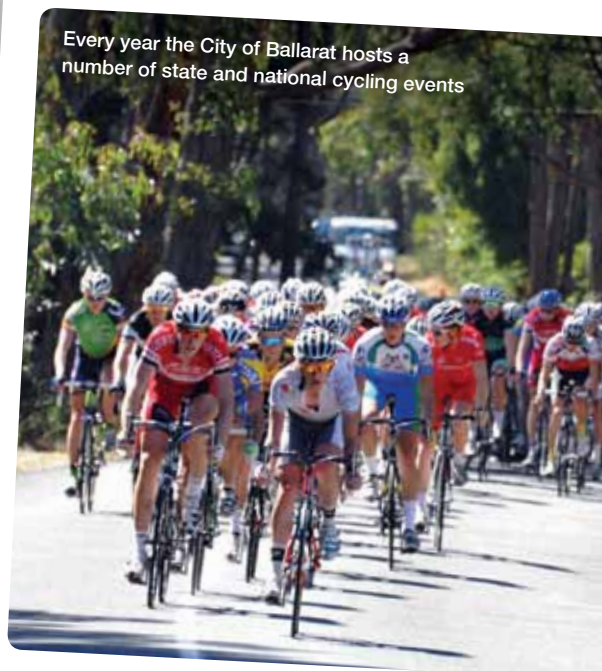
- Six public art projects were commissioned for Ballarat.
- Council adopted the Ballarat West Employment Zone Masterplan.
- Ballarat cemented its status as a film friendly region with the ABC "Dr Blake Mysteries" television series filmed in Ballarat in 2012.
- Council's Economic Development team continued its roll out of the TenderWrite sessions to help assist Ballarat's local business sector.

For more detailed information on Council's achievements over the 2011/12 financial year see page 59.

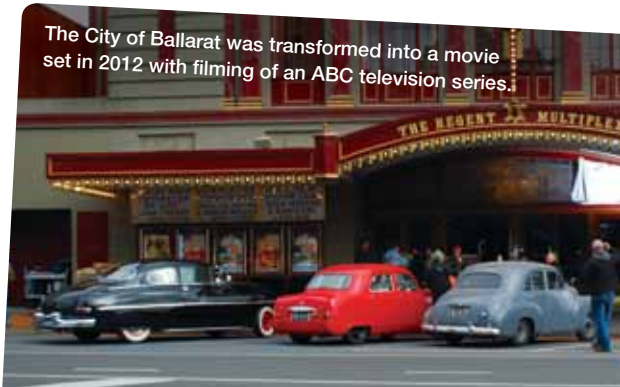
The Museum of Australian Democracy at Eureka is currently under construction



Every year the City of Ballarat hosts a number of state and national cycling events



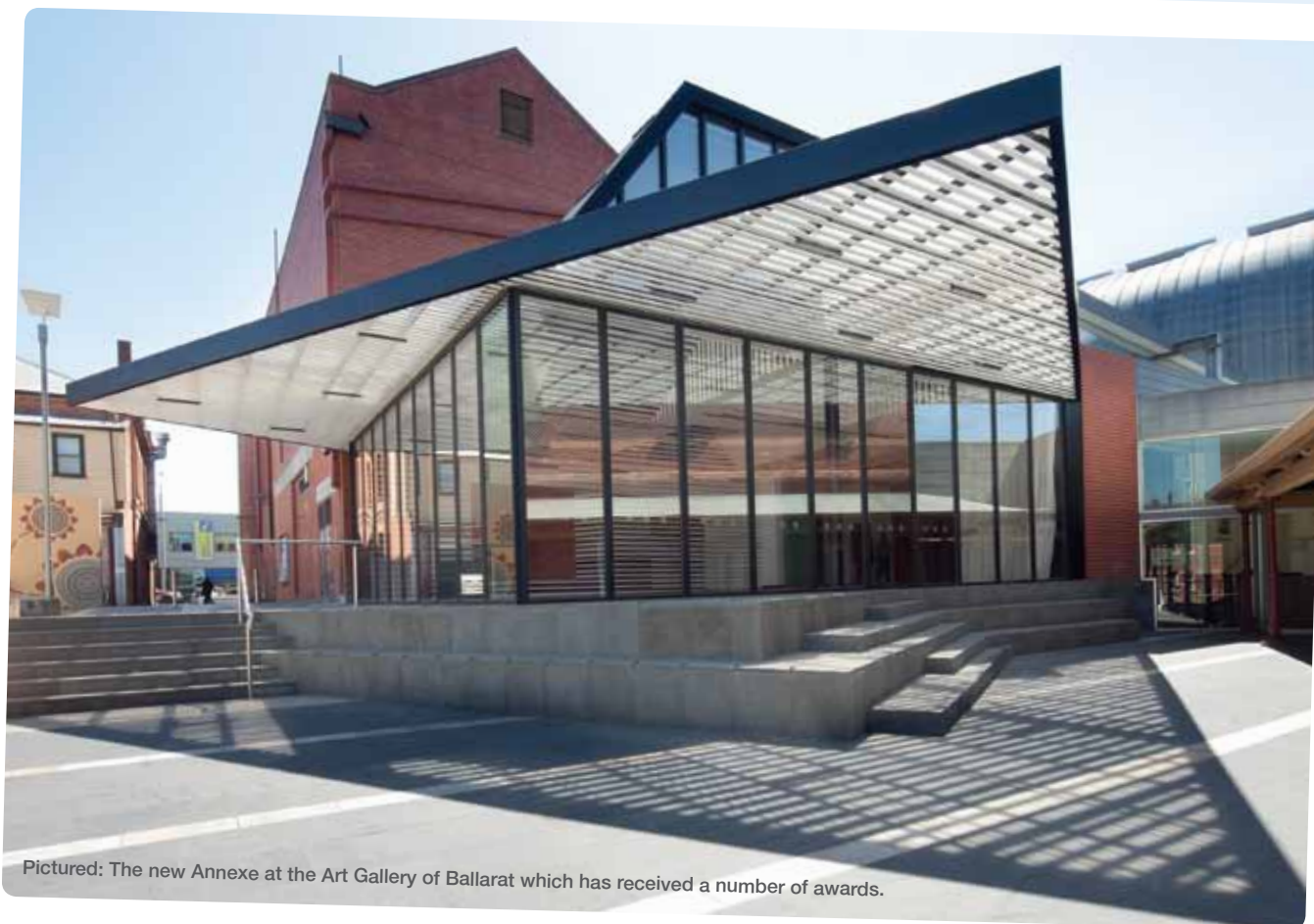
The City of Ballarat was transformed into a movie set in 2012 with filming of an ABC television series.



The historic Ballarat
Railway Station in
Lydiard Street North



OUTSTANDING ACHIEVEMENTS



Pictured: The new Annexe at the Art Gallery of Ballarat which has received a number of awards.

In 2011/2012 the City of Ballarat received a number of awards for outstanding achievements. They are as follows:

Award	Award Category	Project / Service / Officer Awarded
Planning Excellence 2011 Victoria Awards	Improving Planning Processes and Practices	"Your guide to living with koalas"
Family Day Care Australia Awards	Educator of the Year – Regional	Kay Allen
2012 Australian Institute Architects - Victorian Awards	Colorbond Award For Steel Architecture	Annexe - Art Gallery of Ballarat
2012 Australian Institute Architects - Victorian Awards	Architecture Award - Public Architecture Alterations & Additions	Annexe - Art Gallery of Ballarat
2012 Dulux Colour Awards	Commendation - Commercial Interior	Annexe - Art Gallery of Ballarat
2012 Australian Interior Design Awards	Commendation – Award for Public Design	Annexe - Art Gallery of Ballarat
2012 Australian Interior Design Awards	Commendation - Award for Colour In Commercial Design	Annexe - Art Gallery of Ballarat
2012 Ballarat Heritage Awards	Finalist - New Work in a Heritage Area Award	Annexe - Art Gallery of Ballarat

CALENDAR OF EVENTS 2011/12



JULY 2011

- NAIDOC Week Celebrations held
- National Tree Day held
- Bakery Hill Entrance Redevelopment concept plans adopted by Council
- New entrance gates installed for the Buninyong Botanic Gardens
- Art Gallery of Ballarat Annexe officially opened by Minister for Regional Cities, Denis Napthine
- Projection program launched at Art Gallery of Ballarat
- Ballarat's libraries under Council management
- Dragon's Abreast Civic Reception



AUGUST 2011

- B31 Ballarat Business Month held
- Ballarat International Foto Biennale opened
- Civic Hall Redevelopment proposal placed on public exhibition
- Gaming Machine Community Policy adopted by Council
- Arch of Victory restoration work completed



SEPTEMBER 2011

- Activity Centres Strategy sent to Planning Minister seeking approval for a Planning Scheme Amendment
- Council involved with Eureka Game on Sunday 4 September
- Youth Services host September school holiday program



OCTOBER 2011

- Australian Modern Masterpieces exhibition
- Community Safety month held including Safety Awards
- Arts Survey conducted
- Six public art projects launched
- Ballarat Seniors Festival held
- Cycling Australia Masters Road National Championships held
- Time Capsule placed under the Burke and Wills memorial fountain
- Garry West named 2011 Senior of the Year
- Children's Week held
- City of Ballarat Youth Awards held



NOVEMBER 2011

- White Ribbon Day event held
- National Recycling Week held
- Ballarat Triathlon Multisport Festival held
- Arch of Victory officially reopened by Governor-General
- Council hosts community barbecues
- Civic Hall community forum held
- Art Gallery of Ballarat hosts 'Able Art' exhibition
- Lifeline Ballarat's 40th Anniversary Civic Reception



DECEMBER 2011

- Civic Hall redevelopment proposal withdrawn
- Cr Mark Harris elected Mayor
- Ballarat West Growth Area Precinct Structure Plans endorsed by Council
- 'Come to Life it's Christmas' party held at Alfred Deakin Place
- Eureka 157 Celebrations held
- University of Ballarat WorldSkills Student Civic Reception

CALENDAR OF EVENTS 2011/12



JANUARY 2012

- Australian Open Road Cycling Championships held
- Australia Day celebrations and awards held
- 'Summer Sundays' program held
- Ballarat West Employment Zone Master Plan community consultation held
- Youth Services and libraries host school holiday programs
- Backspace Gallery season launch



FEBRUARY 2012

- Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration photographic exhibition opened
- A new cycling pavilion for Marty Busch Recreation Reserve opened
- Activity Centres Strategy placed on public exhibition
- New Multicultural Ambassadors appointed
- Harmony Fest held at Alfred Deakin Place
- Len T Frazer Reserve Youth Activity Space opened
- North Melbourne Community Camp held
- Opening of Education Year Civic Reception held



MARCH 2012

- Ballarat Begonia Festival held
- National Neighbour Day held
- Earth Hour observed by Council
- Clean Up Australia Day held
- Cultural Diversity Week held
- Head of the Lake returned to Lake Wendouree
- New Buninyong Tennis Courts opened
- New playspace at Alexander Park in Learmonth completed
- The City of Ballarat Community Charter for the Prevention of Violence against Women adopted by Council



APRIL 2012

- Australian Pipe Band Championships held
- The City of Ballarat participated in 2012 Regional Victoria Living Expo in Melbourne
- Expansion of the northern carpark at the Prince of Wales Park completed
- Stage 2 of the Ballarat Airport upgrade completed
- Filming of a new TV series "The Dr Blake Mysteries" commenced
- Rick Amor Drawing Prize awarded
- New baseball diamond completed at the Prince of Wales Park



MAY 2012

- Ballarat Heritage Weekend held
- National Reconciliation Week held
- Victorian Masters Rowing Championships held
- Australian Masters Rowing Championships held
- National Volunteers Week held
- Ballarat West Employment Zone Masterplan finalised
- Civic Hall opened for inspection by the community
- Citizenship Ceremony held at Town Hall
- Ballarat Heritage Awards held



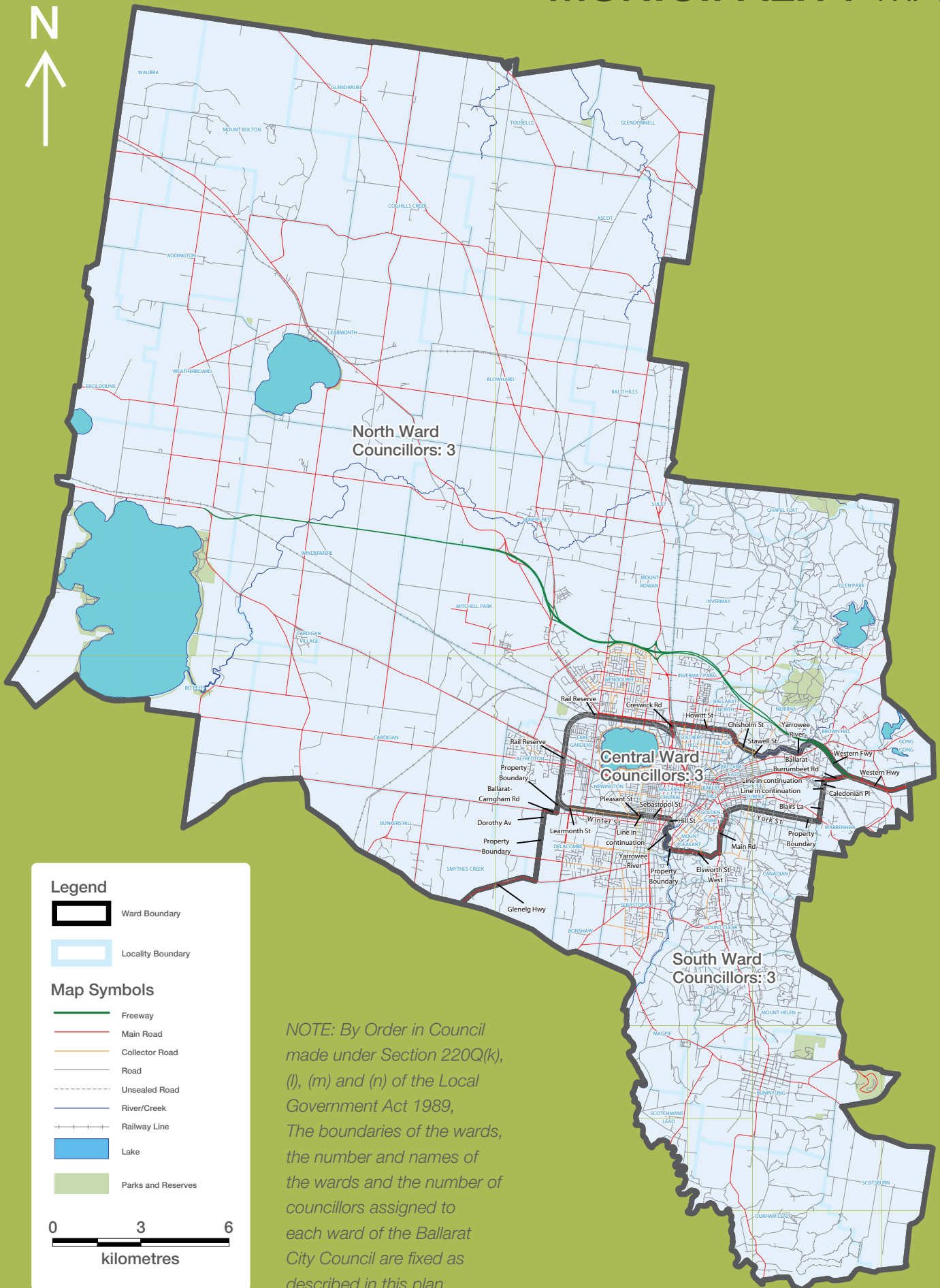
JUNE 2012

- Revised Council Plan 2009 – 2013 adopted by Council
- Alfredton Village Green completed
- Works on the main pavilion at the Ballarat Regional Soccer Facility well advanced
- New CCTV cameras installed
- New hockey pitch surface laid at Prince of Wales Park
- Eureka Centre name change to Museum of Australian Democracy at Eureka
- Civic Reception for winners of 2012 Stawell Easter Gift held

Aerial view of Ballarat



MUNICIPALITY MAP



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

COUNCIL INFORMATION

The City of Ballarat provides services and facilities and delivers projects for more than 95,000 residents.

The role of Council

Council is a public statutory body which operates under the Local Government Act 1989. Council is elected to provide leadership and good governance for the municipal district and the local community. It is also responsible for determining the organisation's direction and overseeing its performance on behalf of the Ballarat community.

Our Councillors

The current Council was elected on 29 November 2008 for four years under the three ward electoral structure, introduced in 2008, with each ward represented by three councillors. At this election six councillors were elected and three re-elected.



CENTRAL WARD

Cr Mark Harris

*(Deputy Mayor, July 2011 - December 2011.
Mayor December 2011 - June 2012)*

Elected: 29 November 2008
Portfolio: People and Communities
+ Destination and Economy
T: 0458 004 844
E: markharris@ballarat.vic.gov.au



CENTRAL WARD

Cr Judy Verlin

Elected: 29 November 2008
Portfolio: Growth and Development
T: 0407 431 652
E: judyverlin@ballarat.vic.gov.au



CENTRAL WARD

Cr Craig Fletcher

(Mayor, July 2011 - December 2011)

Elected: 21 March 2008
Portfolio: Destination and Economy
+ People and Communities
T: 0417 503 071
E: craigfletcher@ballarat.vic.gov.au



NORTH WARD

Cr Samantha McIntosh

Elected: 29 November 2008
Portfolio: Destination and Economy
T: 0458 004 880
E: samanthamcintosh@ballarat.vic.gov.au



NORTH WARD

Cr Noel Perry

Elected: 29 November 2008
Portfolio: Growth and Development
T: 0429 004 333
E: noelperry@ballarat.vic.gov.au



NORTH WARD

Cr John Philips

Elected: 21 March 2008
Portfolio: People and Communities
T: 0417 388 706
E: johnphilips@ballarat.vic.gov.au



SOUTH WARD

Cr Cheryl Bromfield

Elected: 29 November 2008
Portfolio: Destination and Economy
T: 0448 024 755
E: cherylbromfield@ballarat.vic.gov.au



SOUTH WARD

Cr Des Hudson

Elected: 18 March 2002
Portfolio: People and Communities
T: 0409 865 093
E: deshudson@ballarat.vic.gov.au



SOUTH WARD

Cr Ben Taylor

(Deputy Mayor, December 2011 - June 2012)

Elected: 29 November 2008
Portfolio: Growth and Development
T: 0419 507 305
E: bentaylor@ballarat.vic.gov.au

COUNCIL INFORMATION

Council Commitment

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

Statement of Intent

Council understands it has been elected by ratepayers to achieve the following outcomes over the four year term until October 2012:

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

Principles of Practice

Council has established the following value-based principles of how it will achieve its statement of intent. These principles will dictate what is considered and how decisions will be made:

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

COUNCIL INFORMATION

Council Business

The Mayor is elected by the councillors for a 12 month term and in December 2011 Cr Mark Harris was elected to this position. The Mayor has several roles including chairing Council meetings, ensuring decisions are implemented and representing the City of Ballarat at government, civic and ceremonial functions.

Meetings are generally held in the Council Chamber at the Town Hall but due to water damage to the Chamber as a result of severe rain in October 2011 the meetings on 26 October 2011, 5 December 2011 and 14 December 2011 were held at the Art Gallery of Ballarat, the meeting on 9 November 2011 was held at the former Shire of Ballarat offices at Learmonth and the meeting on 23 November 2011 was held at the Cooina Centre at Wendouree.

The Council Meeting agenda includes a public question time as a standard item. 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. Each meeting opens with Council's declaration that:

"We, the Councillors of the City of Ballarat, declare that we will carry out our duties in the best of interests of the community and, through collective leadership, will maintain the highest standards of good governance."

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

Councillor Attendance July 2011 – June 2012

In 2011 – 2012 there were 22 ordinary Council meetings held on the second and fourth Wednesdays of the month with the exception of December 2011 and January 2012. There were also two special Council meetings held on 5 December 2011 and 20 June 2012 to elect the Mayor for the next 12 months and to hear submissions on the proposed 2012 - 2013 Budget respectively.

	Ordinary Meetings of Council	Special Council Meetings	Apology/ Leave of Absence	Total Meetings attended
Cr Bromfield	20	1	3	21
Cr Fletcher	21	1	2	22
Cr Harris	22	2	0	24
Cr Hudson	20	1	3	21
Cr McIntosh	22	2	0	24
Cr Perry	20	2	2	22
Cr Phillips	20	2	2	22
Cr Taylor	22	2	0	24
Cr Verlin	22	2	0	24

COUNCIL INFORMATION

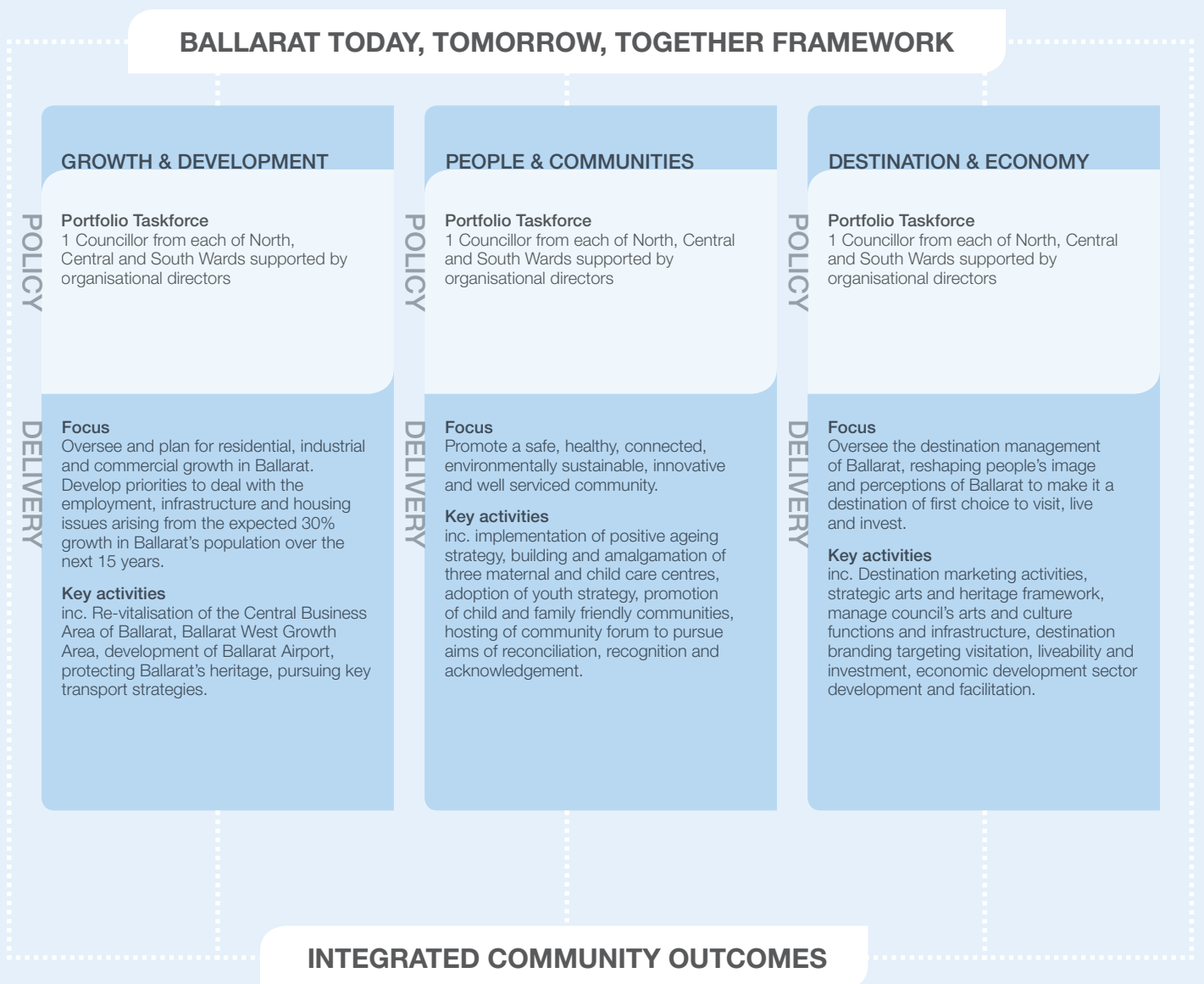
Council Portfolio Structure

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

- Growth and Development
- People and Communities
- Destination and Economy

This portfolio structure, shown in the diagram, below aims to:

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



OUR STAFF

Our staff

As an organisation, the City of Ballarat is structured to support the achievement of the goals set out in the Council Plan 2009 – 2013. The City of Ballarat employs 848 people in full-time, part-time and casual positions who deliver over 120 diverse products and services to the community every day.

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

The vast majority of the organisation's employees are also residents of the municipality, many of whom have been with Council for up to 10 years or more. As a major employer in the area, the City of Ballarat continually strives to be an Employer of Choice by providing a positive work environment, employee benefits and encouraging and valuing high performing staff who deliver high quality services to the community.

Internal communications, performance reviews, staff training and development programs and an emphasis on work/life balance help the organisation address internal resource and skill requirements and meet individual employee needs. Employee benefits are numerous and include family friendly arrangements, leave provisions consisting of paid parental leave, adoption leave and study assistance, and a number of health services including physiotherapy and discounted gym memberships.

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

Organisation Structure

The City of Ballarat's 848 staff members are employed across the organisation's 27 business units, which are divided between seven divisions. Each division is led by a director or executive manager who is a member of the Leadership Team.

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

Council's Organisational Divisions

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

Executive Unit and Strategic Communications

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

Growth and Development

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

Destination and Economy

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

People and Communities

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

Governance and Information Services

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

Finance

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

Organisation Services and Development

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

ORGANISATION STRUCTURE

as at 30 June 2012

COMMUNITY & CUSTOMERS

COUNCIL

Internal Audit Committee



Chief Executive Officer
Anthony Schinck

Executive Assistant to the CEO
Glenys Foy



Growth & Development
Eric Braslis Director

Service Development:
Cameron Duthie

Public Spaces & Environment:
Ian Rossiter

Strategic Planning:
Sean O'Keeffe

Statutory Planning & Building:
Hamish Lampp

Infrastructure Development:
Ross Cowie

Infrastructure Delivery:
Andrew Miller

Citywide Services: Vacant



People & Communities
Jane Stanley Director

Community Amenity:
Joseph Spiteri

Family & Children's Services:
Rosemarie Calvert

Community Care & Access:
Neville Ivey

Emergency Management:
Vicki Collins

Community Development:
Peter Appleton



Destination & Economy
Jeff Pulford Director

Community Events:
Jeff Johnson

Economic Development:
Sean Cameron

Arts & Culture:
Ron Egeberg

Major Projects:
Ian Crossley

Art Gallery of Ballarat:
Gordon Morrison

Ballarat Regional Tourism:
George Sossi



Finance
Glenn Kallio
Executive Manager

Financial Operations:
Rod Leith

Fleet Management:
Kevin Hamm

Financial Services:
Stephen Bigarelli



Governance & Information Services
Annie De Jong
Executive Manager

Information Services:
Garry MacGregor

Administration Services:
Bill Hutcheson

Mayor & Councillor Support
Candice Holloway

Legal Advisor:
John White

Risk Management Officer:
Pete Gervasoni



Organisation Services & Development
Garry Davis
Executive Manager

Human Resources:
Jo Grainger

Safety:
Cameron Montgomery

Corporate Planning:
Brenton Thomas

Customer Service:
David Fotheringham

Organisation Improvement:
Trina Keyte



Strategic Communications & Stakeholder Relations
Paula Lawrence
Executive Manager



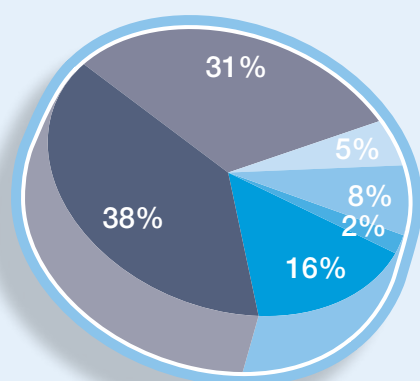
STAFF PROFILE

As at 30 June 2012 Ballarat City Council employed a total of 848 full-time, part-time casual and temporary staff. During the year there were 86 departures of permanent and temporary staff representing a staff turnover of approximately 10.2%. Employee commencements to full-time, part-time and temporary positions totalled 194. Total remuneration paid to all categories of employment was \$42,213,432 with superannuation costs totalling \$3,559,898.

	Female	Female	Male	Male	Full time	Full time	Part Time	Part Time	Casual	Casual	Staff	Staff
Division	Total	EFT	Total	EFT	Female	Male	Female	Male	Female	Male	Total	EFT
Executive Unit	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	2.0	2.0
Strategic Communications & Stakeholder Relations	5.0	4.6	2.0	2.0	4.0	2.0	1.0	0.0	0.0	0.0	7.0	6.6
People & Communities	310.0	202.5	31.0	24.0	48.0	9.0	231.0	22.0	31.0	0.0	341.0	226.5
Organisation Services & Development	23.0	20.4	10.0	10.0	15.0	9.0	8.0	1.0	0.0	0.0	33.0	30.4
Finance	11.0	10.3	10.0	10.0	10.0	10.0	1.0	0.0	0.0	0.0	21.0	20.3
Growth & Development	101.0	59.1	229.0	214.0	29.0	208.0	63.0	16.0	9.0	5.0	330.0	273.1
Destination & Economy	49.0	30.4	34.0	30.9	20.0	16.0	9.0	4.0	20.0	14.0	83.0	61.3
Governance & Information Services	19.0	14.1	12.0	11.5	6.0	11.0	7.0	0.0	6.0	1.0	31.0	25.6
Total	519.0	342.4	329.0	303.4	133.0	266.0	320.0	43.0	66.0	20.0	848.0	645.8

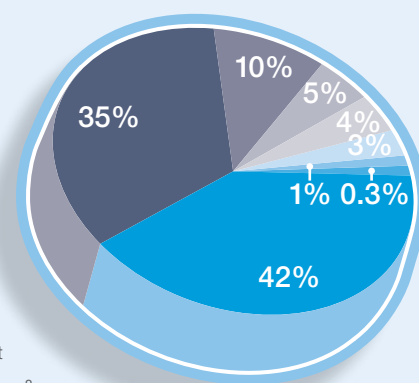
Gender composition of Employees (by head number)

- 2% Casual Male
- 5% Part time Male
- 8% Casual Female
- 16% Full time Female
- 31% Full time Male
- 38% Part time Female



Percentage EFT by Division

- 0.3% Executive Unit
- 3% Finance
- 4% Governance & Information Services
- 5% Organisation Services & Development
- 10% Destination & Economy
- 35% People & Communities
- 42% Growth & Development
- 1% Strategic Communications & Stakeholder Relations



Age breakdown of employees

Aged 15-24	Aged 25-34	Aged 35-44	Aged 45-54	Aged 55-64	Aged 65+	Total
42	147	186	242	191	39	847

Gender breakdown of employees (by head count)

Category	2007-08		2008-09		2009-10		2010-11		2011-12	
Head count of staff	746.0		778.0		797.0		789.0		848.0	
EFTs	576.5		601.2		610.8		603.2		645.8	
Gender composition of employees (head count)	F	M	F	M	F	M	F	M	F	M
	444	302	475	303	486	311	469	320	519	329



STAFF RECOGNITION

Rewarding Excellence Program

The Rewarding Excellence program has been introduced to recognise employees who perform to the best of their ability and take pride in their achievements, as well as reflect the values of the City of Ballarat.

This policy ensures Council:

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

Service Recognition Awards

The City of Ballarat acknowledges the significant contribution its staff have made over 10, 20 and 30 year periods. Council appreciates their ongoing contribution to our organisation and recognises this at a regular Service Recognition Award ceremony. The following staff were recognised for achieving the following milestones in their years of service to the City of Ballarat during 2011-12:

35 years

- Michael McKee – Plant Operator
- Reg Gillingham – Plant Operator/Foreman
- Basil Johnson – Sweeper Driver
- Ian Rowland - Facility Maintenance Coordinator
- John Hartigan - Airport Manager

30 years

- Peter Lee – Plant Operator
- Pamela Rieniets – Revenue Counter, previously School Crossing Supervisor Brown Hill
- Garry Moore - Truck Driver
- John Bubb – Plant Operator
- Jeanette Dow – Maternal Health and Child Nurse
- Brian Rivett – Plant Operator
- Norm Hand – Hallkeeper

Left: Recipients of the City of Ballarat
Service Recognition Awards ceremony
held in June 2012.

25 years

- Dorothy Harris – Community Care Worker
- David Rivett – Maintenance & Construction Worker
- Heather Gingell – School Crossing Supervisor
- Peter Henderson – Animal Control Officer
- Colin Slingo – Asset Protection Officer
- Thais Duke – Community Care Worker
- William McCarthy – Plant Operator
- Charlie Cahill – Project Officer Traffic Management
- Russell Anderson – Line Marker
- Michael Wood – Plant Operator
- Norma McLean – School Crossing Supervisor
- Alan Watt – Truck Driver
- Jeffrey Colbourne – Land Development Officer
- Tony Slater – Drainage & Footpath Supervisor
- John Pilat – Waste Team Leader
- Darren Kay – Team Leader Accounts Payable
- Roland Wade – Airport Reporting Officer
- Pauline Leonard – Brokerage Officer
- Phillip Masterson – Facility Maintenance Officer
- Gregory Spratling – Coordinator Sports Grounds
- Kevin Trounce – Asset Protection Officer
- Alan McCaskill – Road Maintenance Supervisor
- Annette Skirka – Revenue Officer
- Ivan Nelson – Plant Operator/Gardener
- Kathleen Bourquin – School Crossing Supervisor
- Russell Bourke – School Crossing Supervisor

20 years

- Alan Jones – Road Safety Supervisor
- Anthony Kervarec – Street Cleaning
- Maree Rackley – Community Care Worker
- Wendy Hall – Theatre Coordinator
- Russell Belshaw – Kohinoor Program Support Officer
- Betty Roberts – Family Services Coordinator
- Shane Jeffrey – Business Support Officer
- Helen Goodwin – School Crossing Supervisor
- Patricia Litchfield – Community care Worker
- Faye Pywell – Community Care Worker
- Paula Desnoy – Computer Training Officer /
Customer Service Officer

15 years

- Trevor Greenwood – Sweeper Driver
- Rob McVitty – Customer and Venue Booking Officer
- Christine Weeden – School Crossing Supervisor
- Christine Rix – School Crossing Supervisor
- Gary Lindsay – Sports Ground Person
- Bob Bowler – Assessment & Care Management Worker
- Therese Wallis – Coordinator Occasional Childcare Centre
- Peter Brown – Maintenance Construction Worker
- Kaye Beaumont – Library Circulation Supervisor
- Maureen Hazelton – Plant Operator
- Simon Jacks – Australiana Research Librarian
- Sue Rhook – Coordinator Nursery & Robert Clark Centre
- Jennifer Phillips – School Crossing Supervisor
- Peter Bate – Team Leader Design and Survey
- Ashley Smith – Carpenter
- Chris O'Doherty – Family Service Childcare &
Supported Playgroups Manager
- Christine Weeden – School Crossing Supervisor

10 years

- Natasha Muzik – Girrabanya Child Care Worker
- Daniel Heap – Library Officer
- Dianne Stapleton – Community Care Worker
- Lynette Maher – Community Care Worker (retired)
- Denise Gallagher – Community Care Worker
- Kathryn Walker – Community Care Worker
- Barry Noonan – Traffic Officer
- Linda Naus – Community Care Worker
- Debbie-Anne Jones – Gardener/Plant Operator
- Kim Watts – Team Leader Construction
- Helen Venville – Community Care Worker
- Janine Lucato – Information Librarian
- Keith Thompson – Community Care Worker
- Charlie Dohnt – Plant Operator
- Christine Trewin – Community Care Worker
- Cassie Lindsey – Coordinator Youth Services
- Andrew Goetz – Street Cleaner
- Patrick Deady – Theatre Casual
- Melanie Ferrier – Asset Protection Officer
- Natasha Hill – Theatre Casual
- David Fleming – Plant Operator
- Colleen Vickers – Community Care Worker
- Kim Rowe – Customer Service Officer
- Russell Brookes – Senior Survey Officer
- Karen Ronan – Library Officer
- Emanuel Mason – Arborist
- Melissa Waight – Library Officer

OUR VOLUNTEERS

More than 500 volunteers help to deliver more than nine programs across the municipality.

Our volunteers make a significant contribution to the local community. From July 2011 to June 2012, more than 18,512 hours were invested in the Meals on Wheels and Visitor Information Centre programs alone.

In early 2012 the City of Ballarat increased its commitment to volunteering by introducing the full time role of Volunteer Development Officer to support Council's existing volunteers and enhance volunteer opportunities into the future. With the City of Ballarat's commitment to best practice, Council's focus was complying with the national volunteering standards. This compliance is being achieved by creating an induction program and providing extensive training for all existing and new volunteers. The Volunteer Development Officer has also conducted a survey seeking responses from volunteers and benchmarking against other councils to develop the City of Ballarat volunteering strategy.

The City of Ballarat's volunteers provide an invaluable service to Council and the community and earlier this year they were thanked for their assistance at various events held during and around National Volunteers Week in May. Morning and afternoon teas were hosted by the Mayor and Councillors and volunteers were presented with official certificates and lapel pins celebrating their contribution to volunteering during 2011/12.

City of Ballarat volunteers play an essential role at the following locations:

Art Gallery of Ballarat

The Gallery has a strong, active and vibrant group of volunteer guides who take free guided tours around the gallery's collections five days a week and all public holidays. They also offer tours for booked groups and for many of the temporary exhibitions.

Visiting the Art Gallery of Ballarat is a wonderful experience thanks to the highly trained and knowledgeable voluntary gallery guides. Their love of the gallery and its collection, together with their enthusiasm, gives visitors a greater insight into the development of Australian art. The City of Ballarat is indebted to these volunteers who make a visit to the gallery a unique and positive experience.

Library

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

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

After meeting clients, volunteers discuss the appropriate materials and then independently research, select, borrow and deliver the books to the homes of the clients. The home library service volunteers provide a service to members of the community which would normally be out of their reach.

Youth Programs

Zaque is a same sex attracted youth, social networking group for Ballarat and surrounding areas that provides a safe and welcoming place for same sex attracted youth. The Zaque volunteers meet on a weekly basis at the City of Ballarat's youth headquarters and hold regular activities and fun events

Our City of Ballarat Youth Councillors are a group of young people who are passionate about being involved in their community and are representatives for those under 25 from various Ballarat areas. Youth Councillors work on a range of activities including events and the annual Youth Awards.

Her Majesty's Theatre

The City of Ballarat has a dedicated team of guides who take locals and visitors to Ballarat through Her Majesty's Theatre. Our knowledgeable guides give visitors an overview of the theatre's rich and diverse history as well as information regarding its unique features and shows.

Community Development Volunteers

We have a number of volunteers who help support Council's Community Development programs including:

- Multicultural Ambassadors
- Kohinoor volunteers
- Friends of East Timor
- Koorie Engagement action group
- Breastfeeding mentors for the Parents' Place and various volunteers assisting with programs, committees and boards



Volunteers at the Art Gallery of Ballarat



Volunteers at the Ballarat Botanical Gardens



Volunteers at the Visitor Information Centre



Meals on Wheels

Volunteers are critical to the City of Ballarat's Meals on Wheels service. Our 160 active volunteers deliver meals to clients and provide important social contact as well as being able to informally monitor clients' wellbeing, health and safety. Our meals on wheels volunteers enable Ballarat's vulnerable residents to live independently in their houses for longer periods of time.

Friends of the Gardens

The City of Ballarat has a number of friends groups around Ballarat but the largest is based at the Ballarat Botanical Gardens. Since its founding in 1993 the voluntary group has assisted in the conservation of many of the features in Ballarat's Botanical Gardens including the marble statue collection dating from the 1880s. The Friends of the Gardens have separate sub-groups consisting of those who provide guided tours through the gardens, a group which runs educational programs for school children and another which grows plants in the nursery area and then sells them to the general public. The proceeds are used to fund various new projects in the gardens.

Ballarat Visitor information Centre

Around 60 community members volunteer in Ballarat's Visitor Information Centre enabling it to operate seven days a week. Our volunteers are the first point of contact for visitors to Ballarat and deliver excellence in customer service by providing appropriate, current and up to date visitor information about the Ballarat region in a professional and friendly manner both in person and by phone.

For more information, or to express your interest in volunteering with the City of Ballarat contact Council's Volunteer Development Officer on 5320 5581.

OUR ENVIRONMENT

Smart Living Centre

The Smart Living Centre Ballarat was established within a shop front of the Mining Exchange in Lydiard Street. The centre is resourced by more than 40 volunteers who can provide assistance to residents and businesses seeking information on energy efficient products and appliances, renewable energy options, water conservation, sourcing local food and living with native plants and wildlife. The centre was made possible through funding from Sustainability Victoria, donations by local businesses and a number of partner organisations.

Koala Connect

The Koala Connect program produced publications and training sessions for members of the community wanting to buy or build in areas with remnant native flora and fauna, schools and land use planners. The aim of the project was to improve the quality of planning applications received with respect to adequate consideration of the need to protect native habitat. The project was funded through the Victorian Local Sustainability Accord and delivered jointly by Hepburn, Pyrenees, Moorabool and Ballarat municipalities.

Public Place recycling program

Council's public places recycling program was extended to provide 12 new recycling bins in areas of Ballarat's CBD. This builds on the introduction of the bins throughout the Lake Wendouree and Botanical Gardens precinct and some selected sporting facilities. The program was assisted through funding sourced from Sustainability Victoria.

Green waste to energy feasibility study

Council undertook a green waste to energy feasibility study with funding assistance from the Department of Sustainability and Environment. The key findings of the study have been the development of a business case to invest in a wood pelletising plant. The plant would convert green waste into solid fuel that could be used for heating Council's buildings, pools and glasshouses.

Harnessing Ballarat's Storm Water project

The \$3.2 million Harnessing Ballarat's Storm Water project neared completion with the construction of the Ring Road Storm Water detention basin and diversion system. The Ryan Street storm water harvesting project was also improved with the addition of a gross pollutant trap. The storm water captured can now be used to irrigate seven sporting reserves and parkland areas through the project's new distribution system and thereby replaces more than 150 megalitres of potable water previously used for those areas. The three year project has been jointly funded by Council, the Department of Sustainability,

Environment, Water, Population and Communities, Sport and Recreation Victoria and Regional Development Victoria.

Tree planting

Council also facilitated the planting of 4,220 indigenous trees and shrubs across a number of re-vegetation sites during the year which will abate 703 tonnes of carbon dioxide.

How Council is Saving Energy and Reducing Emissions

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

Adjustments to the lighting, heating, ventilation and air conditioning of our buildings and ensuring lights, computers and appliances are turned off have made the most significant reductions in electricity and gas consumption.

The City of Ballarat aims to reduce the impact of its operations on the environment. Council has had a greenhouse gas (GHG) emissions target since 2003 and a potable water use target since 2005.

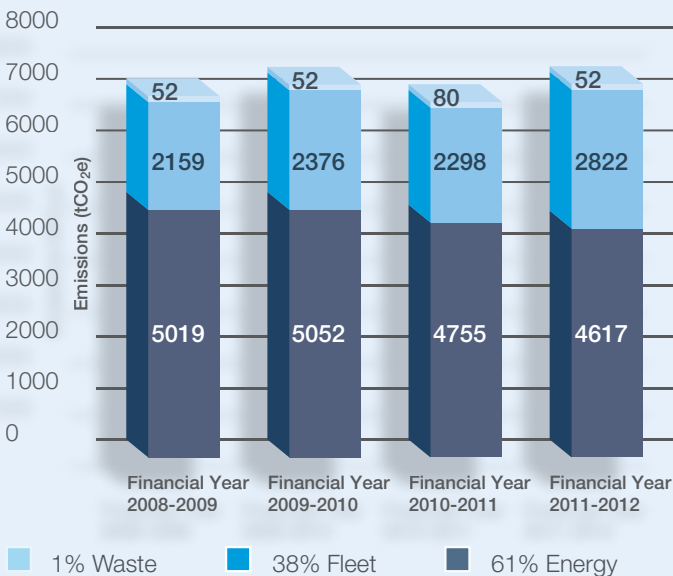
In order to properly understand our corporate impacts, and whether or not we are achieving our targets, it is necessary to measure our performance. Council has produced an environmental scorecard for the 2011/12 financial year measuring GHG emissions, electricity, gas and water consumption.

OUR ENVIRONMENT

Greenhouse Performance

- In the 2011/2012 financial year the corporate emissions from Council operations increased by 2.5%. There was an overall increase of 408 tonnes of carbon dioxide emissions (CO₂e).
- In 2011/2012 the total Scopes 1 and 2 corporate emissions were 7,519 tonnes of CO₂e. Council's target was 7,360 tonnes of CO₂e, to be achieved by 2010.
- Total emissions are currently slightly above our GHG target but when Council's revegetation program is taken into consideration the target is achieved with approximately 703 tonnes of CO₂e being abated in 2011/2012, resulting in total net emissions of 6,814 tonnes of CO₂e. While this is 393 tonnes of CO₂e higher than last year it reflects the inclusion of our library services which were not previously managed by Council.

Corporate GHG Emissions Scopes 1 & 2 Yearly Comparison



Emissions Profile

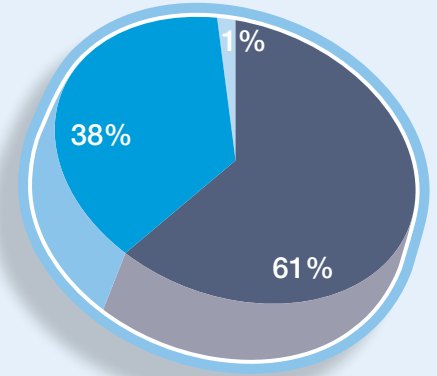
The majority of Council's greenhouse gas emissions emanate from energy use in Council buildings, followed by fuel use then corporate waste. Street lighting, as a Scope 3¹ emission, is excluded from Council's total emissions.

Emissions from energy use in buildings have been decreasing since the 2009/2010 financial year. Emissions from Council's fleet have increased from 2,298 tCO₂e in 2010-2011 to 2,822 tCO₂e.

¹According to the National Greenhouse and Energy Reporting System (NGERS) framework.

Corporate GHG Emissions Scope 1 & 2 by source

- 1% Waste
- 38% Fleet
- 61% Energy



Electricity, Gas and Water Usage

In the 2011/12 financial year, Council has increased its electricity usage by 493GJ but has decreased its gas usage. The gas figures are from mains gas supply only but show a significant reduction of 2,486 GJ from last year. The following table summarises Council's usage for 2011/12. Water consumption has again decreased by 23,987 kL from last year.

2011/2012	Consumption	Emissions
Electricity	10,341 GJ	3,935 t CO ₂ e
Gas	12,313 GJ	681 t CO ₂ e
Water	128,405 kL	N/A

Council had a potable water reduction target of 216,575 kL to be achieved by the end of June 2010. The City is currently well below this target and is in the process of adopting a new target, which may or may not be the same as the 2010 target.

SCOPE DEFINITIONS:

Scope 1, 2 and 3 Emissions

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

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

OUR SAFETY

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

Policy and Commitment Statement

The City of Ballarat continues to strive to be industry leaders in providing our workers, including employees, contractors and volunteers, with a healthy and safe work environment.

To achieve this commitment, Council has commenced the development and implementation of a health and safety management system that reflects best practice proactive approaches to the management of hazards. The mysafety team provides coaching, training and advice to managers, team leaders and employees on all aspects of health, safety and wellbeing.

Implementing a new Health and Safety Management System

In introducing a new health and safety management system, Council has researched leading industries and engaged in consultation with its staff to achieve a tailored system that is unique to the City of Ballarat risk profile. Through the use of a health and safety plan that is customised for each division, based on the risk profile that ensures that only the relevant material is implemented. Once implementation is completed (December 2012) it will enable the City of Ballarat to achieve certification in either SafetyMap or AS/NZS:4801.

Hazard identification, risk assessment and control implementation

This year Council has developed a more systematic approach to hazard identification, risk assessment and control. This has led to a more consistent method for completing workplace inspections, hazard awareness and participation in risk assessment between management and workers. As this process continues, the focus will shift from compliance to improving the quality of controls and sharing lessons earned across the business.



Wellbeing

In order to achieve a safe and productive workforce, the City of Ballarat has required that employees are fit to undertake the duties they are engaged to perform. To achieve this Council has implemented pro-active and timely response initiatives that assist employees to be productive both at work and in their personal life. Some of the health and wellbeing programs have included, but are not limited to:

- Pre-employment medicals,
- On-site and off-site physiotherapy services,
- Subsidised gym memberships,
- Strength and flexibility training to improve core strength,
- Skin cancer checks,
- Bio-age testing,
- Group fitness training,
- Weight watchers at work; and
- Flu vaccinations.

Training and education

Council's goal over the last year was to expand the skill set of its managers and supervisors to lead the internal training program. The program is made up of several elements drawn from evidence-based research and includes: toolbox talks, slide packs, task cards, standard operating procedures and guidance notes. Some of the training has covered the topics of risk management, manual handling, fatigue, personal protective equipment and clothing, fitness for work, emergency management and smoke free work place.

Injury Management

There were a total of 34 claims for compensation lodged in the 2011/12 financial year (includes both minor and standard claims). This is an increase in the number of claims from 2010/2011 (27) with muscular stress still our highest reported injury with 16 claims. Psychosocial stress also increased this year with four reported claims, however, only one claim was accepted with the three others being rejected.

The City of Ballarat is committed to early intervention and consultation with treating practitioners. This continues to allow us to achieve safe and sustainable return to work practices with the vast majority of claimants returning to work.

The charts below show the types of injuries that City of Ballarat employees have sustained during 2011/2012 compared to the previous five years. Chart one breaks down the claims into accident types per financial year and chart two reverses this with financial year to accident types.

Chart One: Accident Types / Financial Year

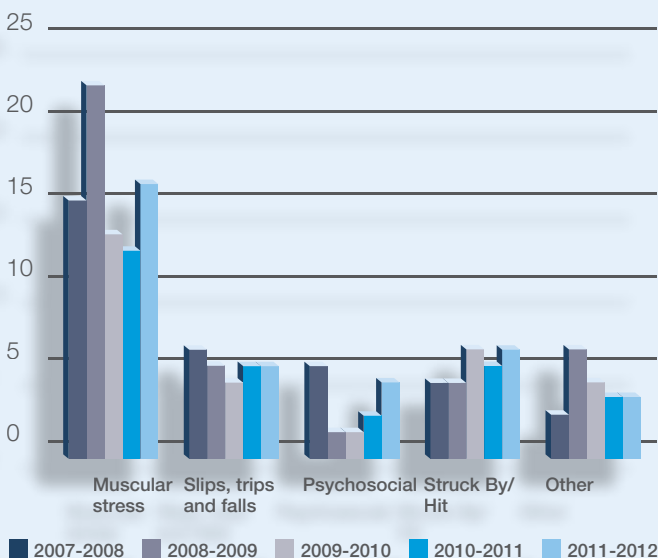
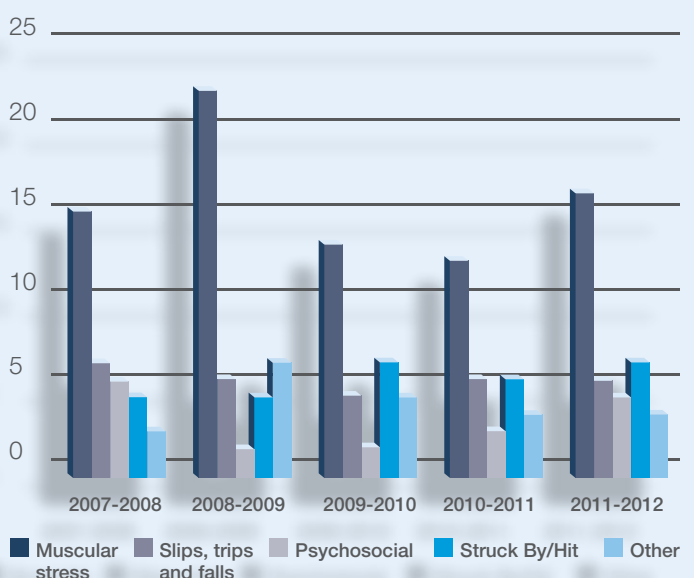


Chart Two: Financial Year / Accident Types



PERFORMANCE

Following the 2008 Council election, the City of Ballarat councillors and management team identified the three city-advancing directions for the Council term: Growth and Development, Destination and Economy and People and Communities. The three areas enable Council to support the Ballarat community and retain all that makes Ballarat special while driving economic and employment opportunities and ensuring that Ballarat is best placed to manage rapid population growth.

The three city-advancing directions have formed the basis of the Council Plan that is developed in consultation with the Ballarat community. The community has worked with Council to identify the outcomes and measures within each strategic direction that are used to assess our progress towards achieving our shared objectives. The following section reports on our progress towards achieving our Council Plan actions.



Cr Judy Verlin pictured at Lake Wendouree

PERFORMANCE GROWTH AND DEVELOPMENT

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

ACHIEVEMENTS

Ballarat Aerodrome stage 2 works complete

The second stage of infrastructure works to the Ballarat Aerodrome were completed. The stage 2 works included the construction of a new aircraft parking apron, associated taxiways, new access road and car parking, taxiway lighting, construction of new hangar, airside security fence storm water and drainage.

Housing options growing in Ballarat's West

One of Victoria's biggest residential planning projects, the Ballarat West Growth Zone reached another significant milestone during this year. Homes in Ballarat's newest suburb, Lucas went on sale. The Ballarat West Growth Zone will accommodate up to 18,000 families on completion.

Respecting our heritage

Ballarat is one of Victoria's most significant heritage cities, with some of the most intact heritage streetscapes in the state and home to heritage listed properties, gardens, monuments and sites. The City is respecting the strong heritage legacy and is ensuring that Ballarat continues to respectfully utilise the heritage of the city rather than be passive observers.

A range of projects were undertaken to further unlock the opportunities of our heritage and to protect other items.

Ballarat's Avenue of Honour

Ballarat's Avenue of Honour is the longest in Australia. The 22 km avenue runs along the original Western Highway alignment and consists of 3,801 trees and plaques. During the year works were undertaken to re-profile the embankment along the avenue to enable more consistent levels of maintenance.

Arch of Victory Restoration

Restoration works were completed on the Arch of Victory, one of the most important icons in Ballarat's historic landscape. The six month project included major road works and four months of restoration works, including repairs to the Arch's rendering and mouldings. New low energy lighting was also installed as part of the historic works. The Arch of Victory was built in 1920 as a memorial to the people of the Ballarat and the surrounding district who enlisted in World War I. It marks the beginning of the eastern approach to Ballarat's majestic Avenue of Honour. The Arch is the only one of its scale and significance in Australia.

Vietnam Veterans' Memorial

The Ballarat Vietnam Veterans' Memorial is one of only two in Australia to recognise these servicemen and women. The other is in Canberra. Works were undertaken to repair the memorial and restore the water feature to working order.

Restoration of Bath Lane Façade

Work began on the restoration of the Bath Lane façade of the Ballarat Town Hall. The restoration of the Bath Lane 1912 façade, included three small ground floor panels in Armstrong Street.

Other projects completed included:

- A Sebastopol Heritage Precinct Study
- More than \$50,000 in Heritage Grants and Loans awarded to private owners for heritage restoration and preservation works.

Ballarat's CBD

Council continues to deliver key projects and set the framework to attract investment into the CBD. Over the past year, Council completed a number of capital projects which included:

- Redesigned city entrance at Bakery Hill
- Additional Public Art including the Unicorn Lane Gallery
- Refurbished public toilet at Armstrong Street North
- The only fully accessible public toilet with adult change table outside of metro Melbourne.
- Amendment C152 was completed to incorporate the CBD Strategy into the Ballarat Planning Scheme.
- The Car Parking Strategy was adopted and implementation commenced.

PERFORMANCE GROWTH AND DEVELOPMENT

Major Infrastructure

Building Bridges

Two bridges destroyed by major flooding in January 2011 were repaired and reopened to the public in October. The bridges at Addington Road and Whitehorse Road were funded through the Natural Disaster Assistance program at a total cost of \$732,000

Delacombe Flood Mitigation Works complete

Major works to alleviate flooding in the Banyule Drive area of Delacombe were completed. The \$500,000 project almost doubled the capacity of pipes which divert water from low lying areas.

Roads

Council assessed all of the municipality's unsealed roads and developed a condition report to enable proactive, scheduled maintenance of these roads. This is the first time this extensive piece of work has been undertaken.

Ring Road Diversion

The Ring Road diversion was redesigned and construction works undertaken to reduce flooding.

Ballarat's Sustainable Future

The Smart Living Centre

The Smart Living Centre was opened in a shop front in Lydiard St Nth in the Mining Exchange to provide information on sustainable living options to the community.

Waste to Energy

Council completed a Waste to Energy project and developed options for reducing organic waste from the regional landfill at Smythesdale.

Other initiatives included:

- The distribution of two free hard waste vouchers to each household to reduce dumping.
- Public place recycling bins were installed at selected shopping centres, recreation facilities and parks

Advancing Regional Transport Connections

Western Link Road

During this year Council commenced the amendment for the Link Road alignment and the detailed design for Stage 1 of the road in coordination with VicRoads.

Gregory Street West

Council worked with VicRoads to lay the foundations for re-opening Gregory Street west to through traffic. This stretch of road will become part of the key east west traffic corridor for the growth areas in Ballarat's west.

Planning for Ballarat's prosperity

Dowling Forest Racing Precinct

Council adopted a plan to support the establishment of Ballarat as the pre-eminent thoroughbred racing centre in Victoria. The Dowling Forest Masterplan outlines how Ballarat is uniquely placed, because of large parcels of land around the racecourse and existing infrastructure.

Funds for community infrastructure

During this year, Council undertook several key planning projects to ensure that the new housing areas in Ballarat's west would have all the necessary community and health and wellbeing infrastructure required to make them a great place to live as they develop. Council completed an infrastructure agreement plan for Ballarat's newest suburb, Lucas, and prepared a draft Development Contributions Plan (DCP) for the Ballarat West Growth Area. The DCP has been referred to the Minister for Planning.

Ballarat West Employment Zone

An economic assessment was completed which identified the proposed freight hub as an important catalyst for the Employment Zone.

Planning Scheme amendments

The following Planning Scheme Amendments were completed

- C119 – Swinglers Road
- C147 – Elsworth Street
- C143 – Tresize Lane
- C155 Technology Park Expansion
- C149 – Dowling Forest Masterplan – sent to Minister for Planning

Planning Decisions

Council's Statutory Planning unit delivered decisions within the statutory time frame of 60 days for 82% of all applications. In 2010/11 the unit cleared 71% of the applications.

PERFORMANCE GROWTH AND DEVELOPMENT

Award winning Koala Connect project wrapped up

A unique and innovative City of Ballarat project – Your Guide to Living with Koalas brochure won a prestigious Planning Excellence Award from the Planning Institute of Australia. The guide was the result of a three year Koala Connect project which wrapped up during the year.

The project was a partnership between the City of Ballarat, Moorabool, Hepburn and Pyrenees shires. The Koala Connect project used the koala as an iconic species to educate the community on planning, biodiversity and native vegetation.

Four informative guides were developed to assist the community to consider native vegetation and wildlife in building and planning activities. The guides include:

- Meet the Locals: A Guide to Living with Wildlife
- Before You Buy or Build: A Guide to Native Vegetation and Planning
- Native Vegetation and Planning in Central Victoria: An Introduction for Council Staff
- Threatened Species of Central Victoria: A Resource for Schools

Lake Wendouree's rowing course was completed

Lake Wendouree's rowing course was ready in time for the 100th Head of the Lake Schools Rowing Regatta. The rowing course was dredged and straightened in preparation for the 2014 World Masters Rowing events and a course buoying system and pontoons were installed. Extensive lake weed cutting was also undertaken throughout the year. Council also reconstructed and stabilised sections of the path around the Lake.

Other Projects:

New bus stops

Seven new bus stops were completed and 12 were upgraded.

New Waste Vehicles purchased

Council purchased eight new garbage trucks from a local dealer. The new vehicles will improve service reliability for residents.

CHALLENGES

Settlement Plan Study

Council had planned to prepare a settlement strategy for areas within the municipality outside of the urban areas. The settlement strategy would assist Council to plan for growth in those areas. The settlement strategy was deferred to the following year to enable the newly formed City Strategy unit to complete the work.

Civic Hall Redevelopment Process

The year commenced with a clear vision and process for the redevelopment of Ballarat's Civic Hall. The building was earmarked for demolition and the site used to house a new purpose built facility for Council, multi-level car parking and three commercial development sites. The Councillors voted in December to suspend the redevelopment process and to undertake a comprehensive community engagement process to identify options for the site that had community support.

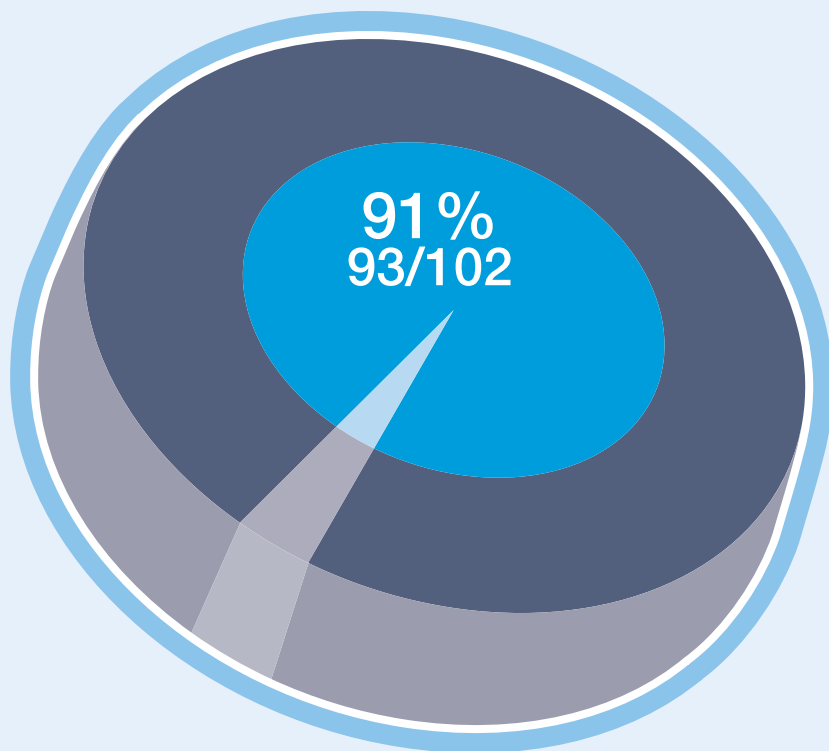
The Civic Hall 2012 engagement process received more than 270 ideas for the building and site from the community.

Public Acquisition Overlay for Western Link Road

The growth areas in Ballarat's west will be serviced in the future via the \$39 million Link Road. The road is due for completion in 2014 and its construction will require the acquisition of tracks of adjoining land. A Planning Scheme Amendment for the Public Acquisition Overlay to acquire the land was proposed for this financial year, however the Stage 1 Planning and Design for the road construction had to take priority.

GROWTH AND DEVELOPMENT

PERCENTAGE OF ACTIONS COMPLETED



Cr Ben Taylor pictured on the new cycling/pedestrian bridge over Union Jack Creek in Buninyong



Cr Noel Perry pictured with a fluorescent globe ready to recycle

PERFORMANCE

Cr Craig Fletcher pictured at the Ballarat West Growth Zone



PERFORMANCE PEOPLE AND COMMUNITIES

People and Communities

GOAL: *A safe, healthy, environmentally sustainable, innovative and well serviced community that has equal access to opportunities. Is proud of its heritage, is welcoming of diversity and respected by others.*

ACHIEVEMENTS

Swim, Sport and Leisure Improvements

Councillors identified improvements to swim, sport and leisure facilities as a key priority for the term and over the last twelve months significant improvements have been made to current facilities and new state-of-the-art facilities have been built.

Ballarat Aquatic & Lifestyle Centre and outdoor pools

In late 2011, the three year contract for the operation of Council's four outdoor pools was awarded to the YMCA. The YMCA also operates the Ballarat Aquatic and Lifestyle Centre.

Key benefits to the community include a membership allowing access to all four of the YMCA managed pools over summer, 900 free water safety lessons for children at the outdoor pools and a commitment to increasing participation in swimming across the community. Community health at the Ballarat Aquatic and Lifestyle Centre was also prioritised with the installation of a new ultra violet water cleaning system in the 25 metre and learn to swim pools. The new state-of-the-art water cleaning system which uses UV Technology (ultra violet light) is industry best-practice, making it less expensive to run and to maintain.

Play Space upgrades – increasing options for healthy participation

Council again invested into playspaces for the young people of Ballarat with a large number being completed over the last year.

- *Len T Frazer Reserve* - new youth activity space, stage area, seating, skatable concrete and basketball ring.
- *Montgomery Street Reserve, Wendouree* - permanent soccer goal, children's play space and new granitic paths, relocation of park furniture and tree maintenance and planting.
- *Alexander Park in Learmonth* - children's play space and youth activity space.
- *Buninyong Community Facility* - new play space delivered with the support of the Buninyong- Mt Helen Lions Club.
- *Marks Reserve in Ligar St North* – playspace, trees and picnic table.
- *Miners Rest* – playspace.
- *Western Oval* – playspace.
- *Doug Dean Reserve* – playspace.
- *Bridge Mall* – shade and new play equipment
- *Victory Park, Sebastopol* – new fitness equipment, new playspace and youth activity space

Buninyong tennis pavilion

Works began on a new \$380,000 pavilion at the newly built Buninyong Tennis Centre. The pavilion will house a new social and meeting area, male and female change rooms, a universal access toilet and shower, kiosk, administration office, and storage space. Recent works at the centre included 8 new tennis courts and accompanying lighting.

Ballarat and Sebastopol Cycling Club new pavillion

The \$140,000 Ballarat and Sebastopol Cycling Club's new pavilion at Marty Busch Recreation Reserve was completed. The project was delivered through a collaboration between the Club, Sport and Recreation Victoria, and the City of Ballarat.

Victoria Park Vision

The Ballarat community was invited to participate in a visioning exercise to identify future options for Victoria Park. A range of events were held to engage the community in the process.

Eastern Oval Resurfacing

The City of Ballarat and contractors worked hard to ensure Eastern Oval was in premier condition for the 2012 football season. On time and on budget, the City of Ballarat invested \$240,000 into the Eastern Oval turf resurfacing project. The ground is used by the Ballarat Cricket Association and the Ballarat FNL.

Alfredton Village Green

Works began on the \$1.4 million Alfredton Village Green. The project will deliver a second playing surface for Australian Rules football, soccer and cricket with training standard lights.

Regional Football (Soccer) Facility at Morshead Park

Works continued at the Ballarat Regional Football Facility. A \$3.1 million contract was awarded to start construction of the main pavilion. Works will include six player change rooms, referee room, first aid room, public amenities and canteen.

Prince of Wales Park

The car park at the Prince of Wales Park was expanded from 60 car parks to 280 which included four accessible parks. Lighting was also delivered to improve safety and night time use of the precinct. A brand new baseball diamond was completed in time for the 16th Victorian Masters Baseball Carnival in April 2012 and the hockey pitch was resurfaced.

PERFORMANCE PEOPLE AND COMMUNITIES

Other projects included:

- New pedestrian and cycle bridge at Buninyong
- New pedestrian and cycle bridge at Sebastopol spanning Yarrowee Creek
- \$100,000 invested into halls at Miners Rest, Buninyong, Sebastopol and Lake Esmond
- Emergency markers installed along the Ballarat Skipton Rail Trail

Community Development

Fostering cultural harmony

Cultural harmony was celebrated in Ballarat through the support and delivery of thirty multi-cultural initiatives throughout the year which culminated in Harmony Fest, celebrated on 10 February 2012 and the announcement of ten new Multicultural Ambassadors for 2012 – 2014. The new Ambassadors are:

- Maryam Aghdaee (Iran)
- Catherine Toro (Chile)
- Jessica Chuang (Taiwan)
- Dimitri Dollard (Togo)
- Klaudia Hochhuth (Germany)
- Aldona Kmiec (Poland)
- Jeme Liang (China)
- Ghulam Moqaddam (Afghanistan)
- Meeta Narsi (South Africa)
- Igor Zovko (Croatia)

The Multicultural Ambassadors were involved with:

- 16 cultural community events
- 700 Spanish community radio interviews
- A visit to Etihad Stadium where 805 individuals and school students enjoyed four North Melbourne games

Some of the other projects undertaken in the last two months included:

- The release of a revised Statement of Commitment to the local indigenous community.
- Bunjill's Nest, a public art project was completed and unveiled.
- Co-ordination of the Global Skills for Victoria Program to deliver employment for thirty people locally.
- Supporting the Ballarat Friends of Ainaro Committee's actions and initiatives
- Supporting interfaith events in Ballarat
- Cross cultural initiatives with Ballarat's Sister City Inagawa including art exchanges and a visit by the Mayor of Inagawa, Choji Fukuda.
- Participation in the North Melbourne Football Club's Multicultural Academy. Ten recently arrived secondary students from Africa and China were invited to participate.

Community impact grants programs

88 community groups throughout Ballarat and the broader region were successful in obtaining a grant through the City's Community Impact Grants Program. The groups shared \$310,000 in funds.

Upgrades and retrofits to improve accessibility for residents with a disability

Two key intersections in Buninyong were retrofitted to ensure easier and safer access for people with disabilities as part of a broader program. \$105,000 was invested to upgrade Ballarat's pedestrian infrastructure to meet Disability and Discrimination Act (DDA) guidelines.

Poker machine policy

The City of Ballarat became one of the first councils in Australia to take a stance against the impact of poker machines in the community. Council adopted an Electronic Gaming Machine (EGM) Policy that aims to reduce the number of EGMs in Ballarat to the state average. Council also began to advocate to the Victorian State Government to reduce the regional cap back to the stage average.

Other initiatives included:

- Preparing a Planning Scheme Amendment to provide further weight to Council's Gaming machine Policy
- Participated in Responsible Gambling Awareness

Celebrating diversity and encouraging inclusion

As part of Council's commitment to building social inclusion and connection, a range of innovative programs were delivered during the year which included:

- 23 events held for over 3,500 young people aged 12 to 25 in outlying communities.
- The ZAQUE program supported 45 same sex attracted young people through a range of programs including anti-bullying initiatives and Equal Love rallies.
- Ballarat's young people knitted hundreds of squares to help improve the lives of abandoned and vulnerable African children.
- The annual Children's Family Fun Day was held.

PERFORMANCE

PEOPLE AND COMMUNITIES

Community Awards

The annual Australia Day Awards in January 2012 recognise the valuable contributions made by dedicated individuals and groups across three categories. Winners were Citizen of the Year Edward Bawden, Young Citizen of the Year Jessica Cannane and the Community Activity of the Year was awarded to Sing Australia Ballarat.

Local arts identity Garry West was awarded the 2011 Ballarat Senior of the Year Award. Garry was presented with the award for his commitment to seeing people fulfil their dreams in the art and music industries. His work has enabled people of all ages to participate in music and theatre and realise their potential.

An additional three categories were introduced to the awards this year – Healthy and Active Living Award, Mentor Award and Workplace Award.

Patricia Hope was awarded the Ballarat Senior Healthy and Active Living Award and Bennita Hough was awarded the Ballarat Senior Mentor Award. The Ballarat Senior Workplace Award was presented to Douglas Luscombe.

Ballarat Community Charter

The Ballarat community was encouraged to contribute to the drafting of a Community Charter for the Prevention of Violence against Women. The Charter was developed to increase the community's awareness of violence against women as a key social and health issue, highlight the need for a community approach to prevention, gather support for action that reduces violence against women; and inspire people to act at an individual and community level to eliminate the attitudes that support violence.

The Charter was developed as a partnership between Council and a reference group consisting of members from a range of community service organisations. The final Charter will be launched in late 2012.

CHALLENGES

Aged Services Plan

Council had identified the development of an Aged Services plan as a priority for the past year. However, significant changes to the Victorian Home and Community Care (HACC) program required this initiative to be delayed until 2013. The delay will also enable Council to more thoroughly consider how the National Disability Insurance Scheme (NDIS) may influence the planning and delivery of HACC programming.

Healthy Communities Initiative Program

Council did not proceed with Stage 2 of the Healthy Communities Initiative program this year as funding was not secured for this stage.

Alcohol Mapping data

Alcohol consumption and sales and the negative effects of that consumption on communities was to be identified through a mapping project. The mapping would enable a range of Council divisions to identify and minimise the risks associated with alcohol consumption and sales. The project could not be completed due to the lack of skilled staff within Council at the required time.

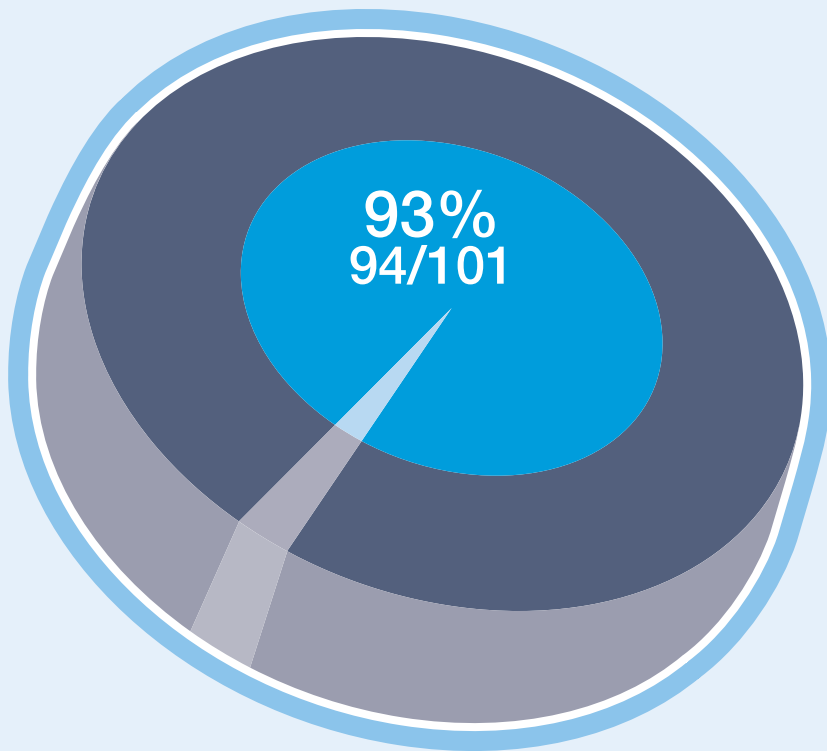
Disability Access

The Disability Access Plan was developed in 2010 and set the strategic direction for Council's disability priorities and actions. During the last twelve months, Council did not progress the implementation of the Disability Action Plan to the extent that was planned. Due to this slower progress, the report on the achievements of the Disability Access Plan has been delayed to the next year.

Council remains committed to the actions in the Disability Action plan and will progress these in the new year.

PEOPLE AND COMMUNITIES

PERCENTAGE OF ACTIONS COMPLETED



Cr Des Hudson pictured at the Marty Busch Recreation Reserve



Cr John Philips pictured with 2011 Ballarat Senior Healthy and Active Living Award recipient Patricia Hope

PERFORMANCE



City of Ballarat Councillors

PERFORMANCE DESTINATION AND ECONOMY

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

ACHIEVEMENTS

Blockbuster events in Ballarat

Australian Road Cycling Championships

The home of Australian Road Cycling was once again Ballarat with the Mars Cycling Australian Road National Championships in January of 2012. It is one of the most prestigious events on the Australian Cycling calendar.

Ballarat Begonia Festival and Ballarat Heritage Weekend

These two events were both the biggest ever. Heritage Weekend attracted 14,400 people locally and from outside of the region. The Begonia Festival has grown to be the second biggest regional festival and was extremely successful.

100th Head of the Lake returned to Lake Wendouree

The excitement and passion of school rowing returned to Lake Wendouree in February with the 100th Head of the Lake School's Rowing Event. Ballarat schools have participated in the Head of the Lake Regatta since 1912 except for war years and when the Lake was dry.

Inaugural Ballarat Triathlon MultiSport Festival at Lake Wendouree

Ballarat secured another major event coup with the inaugural Ballarat Triathlon MultiSport Festival and Under 23 State Championships held at Lake Wendouree. The Ballarat Triathlon Multisport Festival delivered hundreds of competitors and spectators to Ballarat, and supported our city's tourism, hospitality and retail sectors.

Ballarat announced as the venue for the 2014 World Masters Championships

Ballarat's Lake Wendouree was announced as the venue for the 2014 World Masters Rowing events.

Foto Biennale

Ballarat international Foto Biennale was held in August and September. The event was highly successful with a range of heritage and other venues open to the public including the A Hall of Ballarat's Town Hall.

Eureka Flag restored and returned to Ballarat for Eureka anniversary

The most significant symbol of the Eureka uprising, the Eureka Flag, was returned to Ballarat, in time for the 157th anniversary of the rebellion. The flag, which was flown by the diggers at the Eureka Stockade on December 3 1854, had been at Arlab Australia in Adelaide since late 2010 for major conservation works to ensure its long term preservation. The flag travelled to Adelaide in late 2010 and underwent more than 600 hours of treatment including the removal of the existing lining, analysis, realignment, attachment of a new lining and attachment to a new display board.

The flag has been installed in a purpose-built climate-controlled display case at the Art Gallery of Ballarat.

Ballarat Celebrated 157th Anniversary of Eureka

A Nine events took place around the city to celebrate the 157th Anniversary of the Eureka Rebellion. The ill-fated uprising by a group of miners, defending their rights against a harsh regime on the goldfields of the 1850s is widely regarded as a turning point for Australian democracy.

Ballarat's Prosperity

Council has developed and implemented an Economic Development Strategy to drive investment and employment creation for the city.

Ballarat West Employment Zone

The completion of the Ballarat West Employment Zone Masterplan which will guide the development of a 630 hectare site in Ballarat's west. The BWEZ will deliver 9,000 jobs when complete.

The key economic achievements were:

- The completion of strategies to support the key economic sectors for Ballarat.
- A CBD place manager was recruited to support the Ballarat CBD Strategy.
- Four business cases were developed to support investment attraction for the city.
- The Ballarat Industry Workforce Development Strategy was completed.
- Council participated in the Regional Living Expo in Melbourne.

Growing Tourism in Ballarat and the Region

A number of key initiatives were delivered to assist the Ballarat tourism industry to grow including:

- A business monitor program to enable the industry to more accurately report real time data on occupancy and to better manage yield.
- A new membership program
- The “Discover your own backyard” program and industry ambassadors scheme was implemented.
- A smart phone app for Visit Ballarat was launched
- Participating in Trade Missions to China and India

Arts and Culture in Focus

Council’s Arts and Culture Framework initiatives were implemented. These included expanding the LEAP program and establishing the Arts Atlas resource for Ballarat. Six new public art projects were commissioned and delivered and this included the successful Unicorn Lane Gallery space.

Other achievements included:

Museum of Australian Democracy at Eureka (M.A.D.E)

The design for the museum was completed and construction commenced by a local builder.

Art Gallery of Ballarat

- Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration featured almost 100 portraits depicting Elizabeth in many roles as princess, monarch and mother and was shown at the Art Gallery of Ballarat.
- New Annexe Open

The award winning Art Gallery of Ballarat’s Annexe was completed and open to the public.

CHALLENGES

New Structure for Ballarat Regional Tourism

Council had worked to establish Ballarat Regional Tourism as a standalone organisation in this financial year. The City of Ballarat voted in January 2012 to establish Ballarat Regional Tourism as a not-for-profit incorporated association with a skills based board. The final structure and agreement was not finalised prior to the end of the financial year and was to be considered early in 2012/13.

Museum of Australian Democracy at Eureka (M.A.D.E)

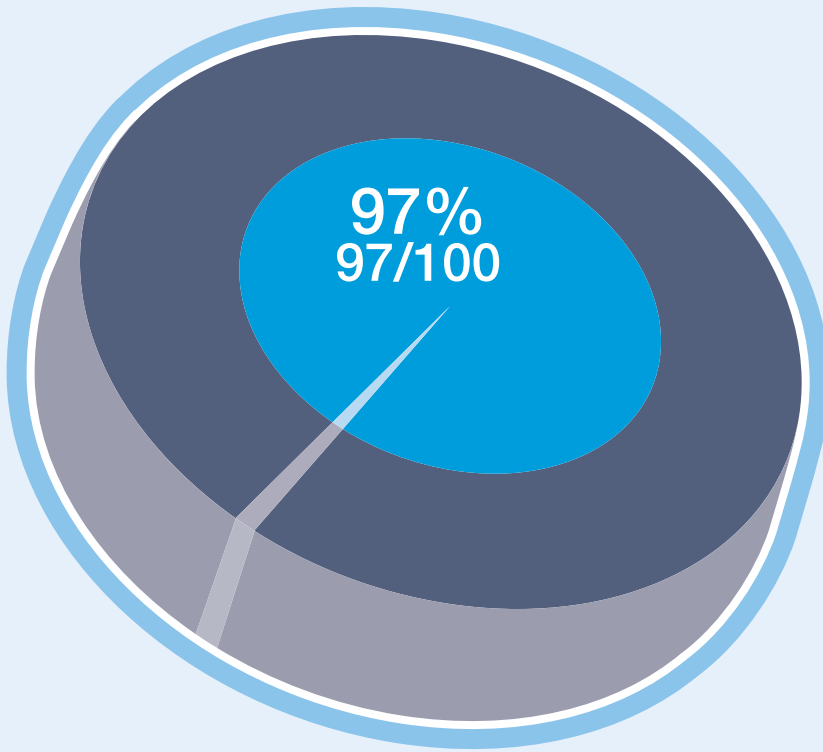
Construction at MADE was scheduled to be complete by June 2012. Difficulties with weather and excavation delayed the project. Archaeologists retrieved bottles and other items dating to the 1800s from the site during the excavation works and disused mine shafts also caused delays.



Cr Cheryl Bromfield pictured at Her Majesty's Theatre

DESTINATION AND ECONOMY

PERCENTAGE OF ACTIONS COMPLETED



Cr Samantha McIntosh pictured at the official opening of the new marquee baseball diamond at Prince of Wales Park



PERFORMANCE MANAGING OUR BUSINESS

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

ACHIEVEMENTS

Governance

- Conducted a best practise review that included the development of Councillor policies
- Continued implementation of the Central Highlands Regional Plan
- Continued involvement in Regional Cities Victoria
- Participated in the State Government's Procurement Excellence Program for Local Government which led to the successful tender for road resealing program awarded by five regional partner councils
- Councillors provided with opportunities for training development
- Risk Management Framework and Crisis Management Plan reviewed

Customer Service

- After hours call handling service for emergency contacts established
- Developed customer service charter and customer service standards

Sustainability

- Environment Sustainability Strategy reviewed and presented to Council
- The viability of purchasing "Green Power" was investigated but found prices were cost prohibitive
- Business cases for PV panels for offsetting storm water pumping installations were developed and bioenergy options were also investigated.
- Planet Footprint reports were produced where anomalies in water, gas and electricity accounts showed rises in consumption

Financial

- Financial reporting program – 'Power Budget' now fully integrated as the financial system in the organisation
- Review of Long Term Financial Strategy completed to be finalised in conjunction with the 2012-13 budget

Organisation Development

- Review of the Vital Records Policy and Plan was undertaken
- Continued development and implementation of the Human Resources Strategic Plan
- Completed development of staff development policies including Social Responsibility, Training and Development and Rewarding Excellence
- Implementation of Enterprise Bargaining Agreement Number 5 completed
- Asset Capitalisation Policy, Asset Valuation Policy and Asset Disposal Policy developed
- Draft Capital Works Development Policy developed
- Asset Management Policy, Asset Management Strategy and Asset Protection Policy developed and pending Council endorsement

Information Technology

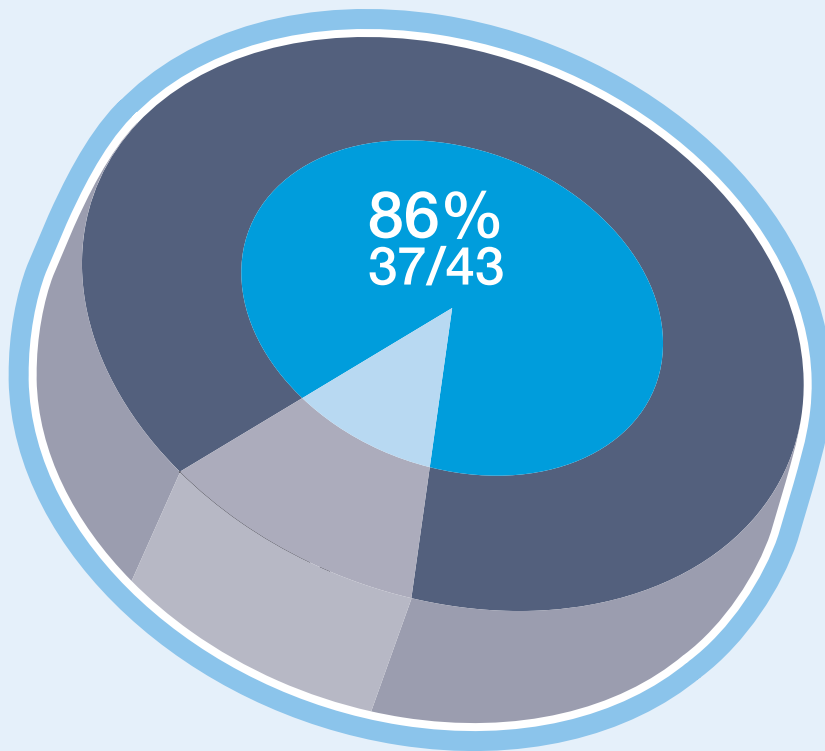
- Mobility Strategy developed
- Implemented Emergency Management System
- All ICT equipment and software replaced or upgraded
- Implemented EDMS
- Internal and external intrusion test and audit completed
- Conducted annual review of contractor access to systems
- Continued to ensure operational processes are mapped clearly to policies

Strategic Communications and Stakeholder Relations

- New intranet for staff established and online hub for Councillors
- Social and electronic media policy implemented
- Social media utilised for engagement
- Continued deployment of branding across organisation in particular for Ballarat Aquatic and Lifestyle Centre and outdoor pools
- Stakeholder functions, community barbecues, community forums and briefings on major projects were held
- Site inspections and visits to Ballarat businesses by Mayor
- Functions with the Mayor of the Day and key stakeholders
- Schedule of engagement opportunities for Councillors completed
- New look myballarat community magazine was rolled out with positive feedback
- Surveys included on City of Ballarat website

MANAGING OUR BUSINESS

PERCENTAGE OF ACTIONS COMPLETED





Ballarat Mayor Cr Mark Harris pictured with the 2012 recipient of the City of Ballarat's Australia Day Citizen of the Year award Edward Bawden

STRATEGIC INDICATORS

Strategic Indicators

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

Strategic Indicator	Measure	Target 2011/12	Actual 2011/12
Actions commenced that are listed in the "What we will do in 2011/12" column for each theme	Percentage	100%	97%
Actions completed that are listed in the "What we will do in 2011/12" column for each theme	Percentage	90%	92%
Community Satisfaction Survey	Rating for interaction and responsiveness in dealing with the public	72	75
Community Satisfaction Survey	Rating for Council's engagement in decision making on local issues	60	54
Community Satisfaction Survey	Rating for advocacy and representation on key local issues	65	50
Community Satisfaction Survey	Rating for overall performance generally of the Council	63	57
Operating Budget	Operating result	Maintain a surplus	A surplus of \$18 million was maintained
Capital Budget	Gross capital expenditure	Minimum \$27 million	The gross capital expenditure was \$55 million
Working Capital	Assets to liabilities ratio	Minimum 155%	235%
Debt Management	<ul style="list-style-type: none"> • Debt to revenue ratio • Debt servicing costs to total revenue ratio 	<ul style="list-style-type: none"> • Less than 150% • Less than 10% 	6.08% 0.53%
Cash Management	Cash levels	Sufficient to not require overdraft facilities	No overdraft facilities required

The Community Satisfaction Survey results are from the survey conducted in June 2012 the methodology of which was different to the one conducted in 2011 on which the 2011/12 targets were based. This was done in response to feedback from local councils that they would like more reliable and meaningful results to inform decision making and support strategic planning. Methodological improvements to the CSS in 2012 included increasing the sample size from the previous minimum of 350 respondents per municipality to 400 respondents and ensuring that the sample reflects the demographic composition of a municipality. The survey also allowed for respondents to be residents over 18 years of age instead of restricting respondents to head of household. These changes together with revisions to the performance scale and scoring have improved the useability of the survey. For these reasons direct comparison with previous CSS results is not possible.

Of the 11 indicators Council equalled or surpassed the targets in seven of them demonstrating that Council has continued to provide a consistency of service delivered at a high standard.

LOOKING FORWARD

2012-2013 will see the City of Ballarat continue to deliver a raft of projects and services to ensure Ballarat is a great place to live, work, visit and do business. Listed by portfolio, the following programs and projects are scheduled to be delivered in 2012/13.

Growth and Development

- Complete the Planning Scheme Amendment for the Western Link Road alignment
- Undertake work on the Avenue of Honour in preparation for the 100th anniversary of the Gallipoli landing
- Support adjoining councils in developing an integrated plan for future transport infrastructure supporting connectivity to Melbourne
- Continue to lobby for the upgrade of the Leigh Creek to Woodman's Hill section of the highway to freeway status
- Complete the Woodman's Hill Masterplan to guide future development and improve the overall entrance to Ballarat
- Complete the business case for the development of the freight facility as part of the Ballarat West Employment Zone
- Complete Her Majesty's Theatre facade works
- Undertake Stage 2 renewal works for the former Shire of Ballarat offices at Learmonth
- Adopt the Planning Scheme Amendment to incorporate the Sebastopol Heritage Precinct Study into the Planning Scheme
- Continue implementation of the Preserving Our Heritage Strategy
- Deliver year three of the Public Art program
- Implement stage one of the CBD car parking strategy
- Deliver further distribution systems from Lake Wendouree to CBD and sports reserves
- Develop a water provision policy to use various water supply options to support major events and community celebrations held in the Lake Wendouree precinct
- Complete the Flood Study and implement works to mitigate future flooding
- Install new gas grid at the Smythesdale landfill in line with EPA requirements
- Ensure Significant Remnant Flora areas are appropriately signed
- Conduct educational programs and public awareness campaigns to reduce organic waste placed in bins and landfill
- Commence an in-house weed harvesting program
- Complete rowing infrastructure in preparation for the 2014 World Masters Rowing Championships
- Implement the Precinct Structure Plans for the Ballarat West Growth Area
- Commence the implementation of the Ballarat West Employment Zone Masterplan
- Develop and implement a Municipal Flood and Storm Emergency Plan

- Implement with the Ballarat Turf Club the Equine Precinct Masterplan
- Undertake a community consultation process to identify possible future re-use options for the Civic Hall site
- Continue to assist Regional Infrastructure in managing the existing BLSC facility
- Support the University of Ballarat in finalising the development and implementation of the masterplan for the Technology Park

People and Communities

- Commence the development of a new planning cycle for the Health and Wellbeing Plan for 2013-17
- Continue to support the cultural diversity calendar of activities including Harmony Fest
- Continue implementation of the Multicultural Ambassador work plan
- Continue co-ordination of the Global Skills for Provincial Victoria Program (subject to funding)
- Continue facilitation of the Intercultural Advisory Committee and Ballarat Friends of Ainara actions and initiatives
- Continue strengthening the Interfaith Network
- Continue to support and/or facilitate the Ballarat Responsible Gambling Committee actions and initiatives
- Support Council's statement to the local indigenous community
- Implement the Transport Connections Program Action Plan
- Continue to support the development of a Housing Affordability Policy
- Implement Stage 1 strategies of the "Libraries and Lifelong Learning" Plan
- Develop and implement a marketing campaign for the Municipal Early Years Plan and breastfeeding plan
- Promote and implement the Ballarat Charter for the Prevention of Violence Against Women throughout Council and the broader community
- Undertake background research and scoping for the development of a licensed premises policy
- Engage an expert in children's consultation to assist in developing a children's consultation strategy
- Make recommendations on the future location of integrated children's services hubs in the Ballarat region
- Through extensive consultation with young people, determine the feasibility of additional youth spaces and places

- Encourage community participation in the planning and delivery of the Ballarat Seniors Festival
- Complete the Ballarat Regional Soccer Facility Stage 2 works to provide a two storey pavilion and main pitch irrigation
- Progressively plan and develop a walking trail network throughout the municipality
- Undertake Playspaces Stage 4 works
- Promote and support the Smart Living Centre as the main community engagement medium for environmental awareness and behavioural change programs
- Develop and implement community plans for the townships of Miners Rest and Buninyong
- Implement the reviewed Domestic Animal Management Plan by December 2012

Destination and Economy

- Continue implementation of the Economic Strategy including delivery of the sectoral strategies:
 - Education and research
 - Manufacturing Development
 - Health sector
 - Retail
 - Tourism, Arts and Culture
 - Government and professional services
 - Information and communications technology
- Support the development of the Ballarat West Employment Zone through key projects including:
 - The Ballarat West Employment Zone Masterplan
 - Western Link Road
 - Freight Facility
 - Investment attraction
 - Airport Infrastructure upgrade
 - Securing Crown land from the State Government
- Focus on Sebastopol as an Activity Centre for future support
- Monitor skill shortages as part of the Ballarat Industry Workforce Development Strategy through the Global Skills officer
- Implement the BIPP Lite program for tenders less than \$250,000
- Explore funding opportunities for the location of the future long term site for the Visitor Information Centre
- Continue to explore new tourism opportunities for:
 - Her Majesty's Theatre as part of its redevelopment
 - Museum of Australian Democracy at Eureka as part of its opening in December 2012
- Develop a Major Events strategy to enable Council to consider attracting major events utilising economic and associated data

- Market and promote the Ballarat Skipton Rail Trail
- Expand the current program of Christmas street decorations to include four non CBD locations
- Develop a tourism product which positions the free-of-charge tourism opportunities as part of the Visiting Friends and Relatives program
- Finalise the Arts and Culture Strategy 2012 – 2017 to include:
 - promotion of the strategy by leveraging off the LEAP investment
 - encouragement of community engagement and participation across the broad community
- Develop an annual regional community arts conversation/ forum
- Complete the final year of the LEAP program
- Continue the development of the arts precinct and public art program in the CBD
- Mount Capturing Flora: 300 Years of Australian botanical art exhibition from 29 September 2012 to 2 December 2012 at the Art Gallery of Ballarat
- Introduce the ARTLink schools access program to Her Majesty's Theatre
- Complete construction, commission and open the new Museum for Australian Democracy at Eureka in December 2012

Managing our Business

- Prepare induction program and reference manual for new councillors elected at the municipal general election held on 27 October 2012.
- Manage the general election process for the October 2012 election
- Measure the effectiveness of the Risk Management Framework implementation
- Continue advocacy for low energy street lighting
- Prepare business cases for additional renewable energy options for Council facilities
- Review Council's "Come to Life" branding and the development of key positioning statements for the city
- Commence planning for a Community Summit
- Increase use of social media options for obtaining feedback from the community



CITY OF
BALLARAT



Sustaining growth. Strengthening communities.

“ We the Councillors of the City of Ballarat, declare that we will carry out our duties in the best interests of the community, and through collective leadership, will maintain the highest standards of good governance. ”

GOVERNANCE



GOVERNANCE

Audit Advisory Committee

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

The City of Ballarat's Audit Advisory Committee members during the 2011 - 2012 financial year were:

- Mr Shane Bicknell (Chair) - Mayor - Cr Craig Fletcher and Cr Mark Harris
- Mr Bruce Judkins - Cr Noel Perry
- Mr Geoff Johnson - Cr Judy Verlin
- Mr Rex Carland

The committee met five times during 2011 - 2012:

20 July 2011, 7 September 2011, 7 December 2011, 15 February 2012, 4 April 2012

Reports considered by the Audit Advisory Committee over the 2011 - 12 year were:

Report	Date	Status
Appointment of Chairperson	20/7/2011	Completed
Appointment of Internal Auditor	20/7/2011	Completed
Matrix of Outstanding Items	20/7/2011	Completed
Adoption of Annual Accounts for 2010/2011	7/9/2011	Completed
Victorian Auditor General – Interim Management Letter – Interim Financial Audit 2010-2011	7/9/2011	Completed
Land Under Roads - Accounting	7/9/2011	Completed
Community Impact Committee – Assessment Process	7/9/2011	Completed
Internal Audit Report – Capital Expenditure and Asset Accounting	7/9/2011	Completed
Internal Audit Report - Invoicing	7/9/2011	Completed
Matrix of Outstanding Items	7/9/2011	Completed
Victoria Auditor General's Office – Final Management Letter – Financial Audit 2010/2011 and Closing Report for the Financial Year Ending 30 June 2011	7/12/2011	Completed
Internal Audit Report – Occupational Health and Safety	7/12/2011	Completed
Internal Audit Report – Review of Past Reports	7/12/2011	Completed
Internal Audit Report – Information Privacy	7/12/2011	Completed
Half Yearly Ordinary Interest Return	7/12/2011	Completed
Risk Management Framework	7/12/2011	Completed
Meeting Dates for 2012	7/12/2011	Completed
Matrix of Outstanding Items	7/12/2011	Completed
Internal Audit Report – HR Management and Recruitment	15/2/2012	Completed
Internal Audit Report – Management and operation of Outdoor Aquatic Facilities	15/2/2012	Completed
Internal Audit Program 2012-2014	15/2/2012	Completed
Matrix of Outstanding Items	15/2/2012	Completed
Victorian Auditor General's Office – Audit Strategy for the Financial Year Ending 30 June 2012	4/4/2012	Completed
Internal Audit Report – Performance Audit Art Gallery / Her Majesty's Theatre and Eureka Centre	4/4/2012	Completed
Matrix of Outstanding Items	4/4/2012	Completed

Citizenship Ceremonies

During the 2011 - 2012 financial year Council conducted 12 citizenship ceremonies to naturalise 155 candidates to become Australian citizens. The ceremonies were held at either the Town Hall or the Art Gallery of Ballarat.

The 155 candidates came from 34 different countries: Bangladesh, Britain, Cameroon, Canada, China, France, Germany, Ghana, India, Iran, Iraq, Kosovo, Malaysia, Mexico, Nepal, New Zealand, Pakistan, Philippines, Republic of South Korea, Romania, Scotland, Singapore, South Africa, Spain, Sudan, Sweden, Thailand, Togo, Ukraine, United Kingdom, United States, Venezuela, Vietnam and Zimbabwe.

Local Laws

Local Government is empowered under Part 5 of the Local Government Act 1989 to make local laws. As of 30 June 2012 the City of Ballarat had the following local laws.

Local Law No. 17

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

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

Saleyards Local Law No. 12

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

The purpose of this local law is to:

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

Meeting Procedure - Local Law No. 16

Meeting Procedures Local Law No. 16 is effective from 24 September 2009 to 23 September 2019.

This local law superseded Local Law No. 14.

The purpose of this local law is to:

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

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

GOVERNANCE

Information Privacy Act 2000

The City of Ballarat aims to comply with the Information Privacy Act 2000 as well as the Health Records Act 2001. This requires Council to adhere to the 10 Information Privacy Principles as well as the 12 Health Information Principles. The City of Ballarat's privacy officer receives privacy queries and actions submitted in accordance with Council guidelines. Two queries were received from external customers requesting information held within Council.

Freedom of Information

How many requests did City of Ballarat receive?

Personal requests	1
Non-Personal requests	27

What happened?

Full access given	7
Part access given	8
Denied in full	4
Withdrawn	1
Not proceeded with	-
Act does not apply	-
Not processed	-
No documents	2
Released outside the act	-
Not finalised	6

No internal reviews were conducted. No appeals to VCAT were received and one outstanding from the previous year was settled prior to hearing.

The following exemptions and sections were used in decisions on access

Section 25A(1)	1
Section 31 (1) (c)	2
Section 32(1)	2
Section 33(1)	1
Section 34(1)(a)	2
Section 34(1)(b)	1
Section 34(4)(b)	1
Section 35 (1)(a)	1
Section 36(2)(a)	1

Fees and Charges

\$683.20 was collected in application fees.
\$48.80 in charges were waived.

Protected Disclosures

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

With respect to Section 104(b)-(j) and 105 there was a nil return for 2011 - 2012. In other words, during the year there were no protected disclosures made to the City of Ballarat.

Access to Council Information

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

- Details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors under section 74 or 74A of the Local Government Act; the total annual remuneration for all senior officers in respect of the current financial year and the previous financial year, set out in a list that states:
 - ranges of remuneration of senior officers, where the difference between the lower amount and the higher amount in each range must not exceed \$10 000; and
 - the number of senior officers whose total annual remuneration falls within the ranges referred to in subparagraph (i);
- Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel;
- Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted;
- Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted;
- Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Local Government Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Local Government Act;

- A list of all special committees established by Council and the purpose for which each committee was established;
- A list of all special committees established by the Council which were abolished or ceased to function during the financial year;
- Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Local Government Act.
- Register of delegations kept under section 87, 88 and 98 of the Local Government Act, including the date on which the last review under section 98(6) of the Act took place;
- Submissions received in accordance with section 223 of the Local Government Act during the previous 12 months.
- Agreements to establish regional libraries under section 196 of the Local Government Act.
- Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease.
- Register of authorised officers appointed under section 224 of the Local Government Act.
- A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant;
- A list of the names of the organisations of which the Council was a member during the financial year and the details of all membership fees and other amounts and services provided during that year to each organisation by the Council;
- A list of contracts valued at \$100,000 (or such higher amount as is fixed from time to time under section 186(1) of the Act) or more which the Council entered into during the financial year without first engaging in a competitive process and which are not contracts referred to in section 186(5) of the Act.

GOVERNANCE

Civic Receptions

and events are an important part of Ballarat community life. The City of Ballarat hosts a variety of civic receptions and events each year to welcome dignitaries, mark significant events and honour outstanding contributions. During the 2011 – 2012 financial year Council hosted 10 receptions and events. The details as follows.

Date	Civic Reception/Event
4 July, 2011	National Aborigines and Islanders Day Observance Committee (NAIDOC) Week
21 July, 2011	Dragons Abreast Australia
5 October, 2011	Acceptance of the Banner-Emblem of HMAS Ballarat, Pennant Number J-184, WWII Corvette with service distinction
25 October, 2011	Recognition of Ballarat citizens honoured by awards under the Order Of Australia in 2010 and 2011
22 November, 2011	Lifeline Ballarat's 40th Anniversary
19 December, 2011	University of Ballarat WorldSkills Students, Mr Mathew Hall, Mr David McPherson and Mr Romain Marteau
6 February, 2012	North Melbourne Football Club, Australia Post AFL Community Camp
9 February, 2012	Opening of the 2012 Education Year
23 March, 2012	Rotary District 9820 54th Annual Conference
15 June, 2012	Winner of the 2012 Stawell Easter Gift, Matthew Wiltshire

Ballarat residents, honoured by awards under the Order of Australia in 2010 and 2011, were recognised at a Civic Reception in October 2011.



Council Representation

Portfolio Teams

Portfolio	Councillor Representative	Lead Directors
Growth and Development	Cr Noel Perry, Cr Judy Verlin, Cr Ben Taylor	Director Growth and Development, Director Destination and Economy
People and Communities	Cr Des Hudson, Cr John Philips, Cr Craig Fletcher (Cr Harris)	Director People and Communities, Manager Public Spaces and Environment
Destination and Economy	Cr Samantha McIntosh, Cr Cheryl Bromfield, Cr Mark Harris (Cr Fletcher)	Director Destination and Economy, Director Growth and Development

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

External Bodies

Organisation	Portfolio Team	Councillor Representative	Backup Councillor Representative	Council Officer Representative
Arch of Victory/Avenue of Honour Advisory Committee	Growth and Development	Cr Perry	Cr Fletcher	Executive Assistant Ballarat Regional Tourism, Manager Infrastructure Delivery
Art Gallery of Ballarat Board	Destination and Economy	Cr Harris	Cr McIntosh	Director Destination and Economy
Australian Local Government Women's Association (ALGWA)		Cr Bromfield		
Ballarat West Task Group	Growth and Development	Cr Perry	Cr Taylor	Director Growth and Development
Castlemaine (Mine) Environmental Advisory Committee	Growth and Development	Cr Taylor		
Central Highlands Mayors' and CEOs' Forum		Mayor of the Day	Deputy Mayor	Chief Executive Officer or Director Destination and Economy
Central Highlands Regional Waste Management Group	Growth and Development	Cr Perry and Cr Taylor	Manager Public Space and Environment, Manager CityWide Services	
Commerce Ballarat	Destination and Economy	Cr McIntosh	Cr Bromfield	Director Destination and Economy
Committee for Ballarat		Mayor of the Day	Cr Verlin	Chief Executive Officer or Director Growth and Development
Grampians Regional Aboriginal Justice Advisory Committee	People and Communities	Cr Bromfield	Cr Harris	
Local Learning Education Network	People and Communities	Cr Philips	Cr Hudson	Manager Community Development
Municipal Association of Victoria		Cr Bromfield	Cr Harris	Chief Executive Officer
Regional Cities Group		Mayor of the Day	Deputy Mayor	Chief Executive Officer or Director Destination and Economy
Responsible Gaming Committee	People and Communities	Cr Hudson and Cr Philips		Manager Community Development
South Western Regional MAV Group		Cr Perry		Chief Executive Officer
Victorian Local Governance Association (VLGA)		Cr Bromfield	Cr Harris	
Ballarat Regional Tourism Board	Destination and Economy	Mayor of the Day		Director Destination and Economy

GOVERNANCE

Special Committees of Council created pursuant to S86

Committee	Portfolio Team	Councillor Representative	Backup Councillor Representative	Other members appointed by Council	Frequency of Meetings	Lead Council Officer
Ballarat Friends of Ainaro Community Committee	People and Communities	Cr Hudson	Cr Harris	Dianne McGrath, Tony Haintz, Andrew Miller, Rosey King, Gemma Abraham, Rob Gray, Chris Bluett, Desley Beechey, Dianne Hadden, John MacDonald and Belinda Coates	Monthly	Cultural Partnerships Officer
Ballarat Municipal Observatory Special Committee	People and Communities	Cr Fletcher	Cr McIntosh	Judith Bailey, Philip Greenbank, Elisabeth Sheedy, Leigh Ditchfield	Bi-monthly	Manager Services Development
CEO Performance Review Special Committee		Mayor of the Day Deputy Mayor Cr Perry Cr Bromfield Cr Philips		Nil	As required	Executive Manager Organisational Services & Development
Community Impact Committee		Cr Philips Cr Hudson Cr Harris		Barbara Hughes, Geoff Sharp, Noel Tregrove, Peter Rademaker		Director People and Communities, Manager Community Development
Contracts Committee	Growth and Development	Cr Verlin Cr Perry Cr Taylor	Nil	Weekly		Executive Manager Finance
Her Majesty's Theatre Special Committee	Destination and Economy	Cr Bromfield	Cr McIntosh	Barbara Dunlop, Tim Gay, Ron Harrington, Peter Morey, Anthony Cole	6 weekly	Director Destination and Economy
Invermay Recreation Reserve Special Committee	North Ward Representative	North Ward Councillor as required		Ian Daniel, Marianne Farrar, Geoffrey Fraser, Ian Martin, Peter Nunn, Ruth Nunn, Jabez Armstrong	Bi-monthly	Manager Recreation and Open Space Planning
Miners Rest Hall Special Committee	North Ward Representative	North Ward Councillor as required		Bill Loader, Marie Loader, Peter Loader, Karen Grose, Darren Severino, Lyn Rock, Rodney Henwood, Margaret Adams, Andrew Stinchcombe	Quarterly	Manager Community Development

Committees established under other acts

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

Audit Advisory Committee

Committee	Councillor Representative	Frequency of Meetings	Council Officer Reps	Committee Members
Audit Advisory Committee	Mayor of the Day Cr Perry, Cr Verlin	Quarterly	Chief Executive Officer and Executive Manager Finance	Geoff Johnson, Rex Carland Shane Bicknell (Chair), Bruce Judkins.

GOVERNANCE

Advisory Committees created by Council

Committee	Portfolio Team	Councillor Representative	Backup Councillor Representative	Frequency of Meetings	Council Officer Reps
Airport Advisory Committee	Growth and Development	Cr McIntosh	Cr Perry Cr Philips	Every 2 months	Airport Manager
Aquatic Centre Committee	People and Communities	Cr Hudson	Cr Verlin	Quarterly	Manager Recreation and Open Space Planning
Ascot Hall Special Committee	People and Communities	North Ward Councillor			Manager Community Development
Ballarat Community Safety Committee	People and Communities	Cr Hudson & Cr Bromfield			Director People & Communities
Ballarat Heritage Advisory Committee	Growth and Development	Cr McIntosh Cr Verlin		Bi-monthly	Director Growth and Development, Heritage Officer
Ballarat Livestock Selling Centre Advisory Committee	Growth and Development	Cr Perry	Cr Taylor	Quarterly	Project Manager (Destination & Economy)
Ballarat West Structure Plan Advisory Committee	Growth and Development	Cr Taylor Cr Philips Cr Perry			Chief Executive Officer, Director Growth and Development Director People and Communities, Director Destination and Economy, Manager Strategic Planning, Strategic Planning Project Manager
Burruabeet Soldiers Memorial Hall Committee	People & Communities	North Ward Councillor			Manager Community Development
Child Friendly Ballarat Advisory Committee	People and Communities	Cr Hudson	Cr Philips	Monthly	Manager Family and Children's Services,
Disability Advisory Committee	People and Communities	Cr Fletcher	Cr Philips	Quarterly	Rural Access Coordinator
Eureka Commemorative Advisory Committee	Destination and Economy	Mayor of the Day	Cr McIntosh	Monthly	Manager Arts and Culture
Intercultural Advisory Committee	People and Communities	Cr Philips	Cr Fletcher	Quarterly	Cultural Partnerships Officer
Koorie Engagement Action Group	People and Communities	Mayor of the Day	Cr Fletcher	Monthly	Director People and Communities
Lake Wendouree and Gardens Advisory Committee	Growth and Development	Cr Verlin	Cr McIntosh		Manager Public Space and Environment, Lake and Garden Curator
Public Art Advisory Committee	Destination and Economy	Cr Hudson Cr Harris Cr McIntosh		Quarterly	Coordinator Arts and Cultural Development
Road Safety Advisory Committee	People and Communities	Cr Hudson	Cr Philips	Bi-monthly	Director Growth and Development, Team Leader Traffic Management, Coordinator Community Planning
Sebastopol RSL Hall	South Ward Representative	South Ward Councillor			Manager Community Development
Water Resources Committee	Growth and Development	Cr Philips	Cr Verlin	Bi-monthly	Manager Public Spaces and Environment, Coordinator Waste and Environmental Programs, Manager Strategic Planning
Youth Strategy Implementation and Review Committee	People and Communities	Cr Philips	Cr Fletcher	Bi-monthly	Coordinator Youth Services, Strategic Development

GOVERNANCE

Grants and Donations

Recipient	Summary of Services Provided	Amount \$
Alexandra Croquet Club	Positive Ageing Grant	347.90
Anglican Diocese of Ballarat	Community Impact Grant	575.00
Anglicare Victoria	Community Impact Grant	2,980.00
Apex Club of Wendouree	Community Impact Grant	1,920.00
Arthur Creative	Community Impact Grant	7,800.00
Australian Croation Association	Grant Payment	4,799.00
Australian Red Cross Society	Community Grant	5,000.00
Ballarat & District Aboriginal Co-Op	Community Impact Grant	2,000.00
Ballarat Agricultural & Pastoral Society	Community Impact Grant	3,000.00
Ballarat Arts Foundation Inc.	Community Impact Grant	5,000.00
Ballarat Astronomical Society	Community Grant	10,000.00
Ballarat Athletic Club Inc.	2012 Ballarat Gift Sponsorship	30,000.00
Ballarat Badminton Association Inc.	Oceania Badminton Championships Sponsorship	8,000.00
Ballarat Basketball Association Inc.	Community Grant	3,000.00
Ballarat Basketball Association Inc.	Community Impact Grant	4,850.00
Ballarat Basketball Club	2011/12 Sponsorship for Ballarat Miners	25,000.00
Ballarat Cancer Research Centre	2012 Ballarat Cycle Classic Sponsorship	15,000.00
Ballarat Choral Society Inc.	Community Grant	1,000.00
Ballarat City Senior Citizens	Grant Payment	9,000.00
Ballarat Community Garden	Community Impact Grant	1,788.00
Ballarat Community Health Centre Inc.	Community Grant	9,810.00
Ballarat District Bowls Division Inc.	Community Impact Grant	599.00
Ballarat District Gold Association	Community Impact Grant	5,000.00
Ballarat District Group CWA of Victoria Inc.	Community Impact Grant	2,924.20
Ballarat District Nursing & Healthcare	Urgent Need Grant	7,692.73
Ballarat East Community House	Community Impact Grant	5182.73
Ballarat Environment Network Inc.	Community Impact Grant	6,955.00
Ballarat Football Year	2011/12 Season Sponsorship	2,750.00
Ballarat GCO Swimming Club Inc.	Community Grant	1,973.00
Ballarat Golden Voices Choir	Community Grant	2,150.00
Ballarat International Foto Biennale	Community Impact Grant	1,879.00
Ballarat International Foto Biennale	Sponsorship	46,500.00
Ballarat Light Car Club	Community Impact Grant	3,000.00
Ballarat Lyric Theatre Inc.	Community Impact Grant	6,771.45
Ballarat Mechanics' Institute	Community Impact Grant	2,920.00
Ballarat North Salvation Army Community House	Positive Ageing Grant	500.00
Ballarat North Senior Citizens	Grant Payment	5,200.00
Ballarat Outrigger Academy	Community Impact Grant	5,000.00
Ballarat Polish Seniors Club Inc.	Community Impact Grant	400.00
Ballarat Red Devils Soccer Club	Mirabella Cup Match / Come to Life Ballarat	10,000.00
Ballarat Red Devils Soccer Club	2012 Sponsorship	7,000.00

GOVERNANCE

Recipient	Summary of Services Provided	Amount \$
Ballarat Regional Multicultural Council	Grant Payments	6,000.00
Ballarat Scenic Cyclists	Community Grant	3,850.00
Ballarat Sebastopol Cycling Club	Sponsorship for Ballarat Spokes Festival	15,000.00
Ballarat Society of Artists Inc.	Community Impact Grant	4,305.00
Ballarat South Senior Citizens	Grant Payment	4,200.00
Ballarat Sports Foundation Inc.	Sponsorship	5,000.00
Ballarat Toy Library	Community Grant	2,500.00
Ballarat Tramway Museum	Community Impact Grant	7,912.73
Ballarat Turf Club Inc	2011/12 Racing Season Sponsorship	25,000.00
Ballarat Vocal Arts Association	Community Grant	7,900.00
Ballarat Volleyball Association	Sponsorship for "Skins" Tournament	2,500.00
Ballarat Writers Inc.	Positive Ageing Small Grant	500.00
Ballarat Writers Inc.	Community Impact Grant	2,500.00
Big Brother / Big Sister (Melbourne) - Auspice for Ballarat Group	Community Impact Grant	5,000.00
BLOC Music Theatre	Community Grant	3,500.00
BRACE Education, Training & Employment	Community Impact Grant	2,500.00
BRMC - Australian Croatian Club of Ballarat	Community Grant	3,600.00
Brown Hill Senior Citizens	Grant Payment	3,000.00
Buninyong Joint Library Trust	Grant Payment	1,000.00
Buninyong Marmalade Association	Community Impact Grant	2,405.00
Buninyong Senior Citizens	Grant Payment	4,000.00
Centacare	Clemente Program	15,000.00
Chatterbox Creative	Ballarat Fresh Produce Market	300.00
Child & Family Services Ballarat Inc.	Community Impact Grant	5,500.00
CHSA Sports Central	CEGS Walktober Event Funding	6,200.00
Circolo Pensionati Italiani di Ballarat Inc.	Community Impact Grant	770.00
Crafts Council of Victoria Ltd.	Community Grant	3,280.00
Cycling Australia	UCI World Championships Sponsorship	10,000.00
Dragons Abreast Australia	Ballarat Convention Sponsorship 2011	3,000.00
Elite Event Concepts Pty Ltd	Ballarat Beer Festival Sponsorship	5,000.00
Enterprising Communities on behalf of Families of the Ballarat & Surrounds Playgroup	Community Grant	2,000.00
Friends of Ballarat Botanical Gardens - Educating Group	Community Impact Grant	3,173.00
Friends of Buninyong Botanic Gardens	Community Grant	2,500.00
Friends of Learmonth	Urgent Need Grant	300.00
Friends of Learmonth	Community Impact Grant	650.00
Friends of Royal Park Inc.	Community Grant	5,000.00
Highlands LLEN Inc.	Community Grant	5,000.00
Invermay & District Progress Association	Community Grant	2,650.00
Lead On Ballarat Inc.	Community Impact Grant	7,522.00

GOVERNANCE

Recipient	Summary of Services Provided	Amount \$
Lead On Ballarat Inc.	Positive Ageing Grant	500.00
Leadership Ballarat & Western Region	Sponsorship	20,000.00
Learmonth Bowling Club	Community Impact Grant	8,000.00
Linux Australia	Conference and Speakers Sponsorship	11,363.64
Lions Club of Ballarat	"World Festival of Magic" Community Project	500.00
Lord Mayor's Charitable Foundation	Rory McCaffrey Reconciliation Fund	100.00
Macpherson Smith Rural Foundation	Donation towards Rent 2010/11 for Suite 3/520 Mair Street, Ballarat	7,272.73
Many Hands International	Contribution to Traditional Music Project Ainaro	1,000.00
Mayte Youth Theatre Inc.	Community Impact Grant	1,000.00
McCallum Disability Services	Community Impact Grant	2,415.00
Mount Clear College - Auspice for Mount Clear Community College	Community Impact Grant	6,500.00
Mt Bolton & District Lions Club	Community Grant	3,780.00
Mt Xavier Golf Club	Pro-Am Gold Sponsorship Package	3,636.36
Museums Australia Inc (Vic)	Sponsorship of State Conference	8,000.00
North Ballarat Football Club Inc	2012 Sponsorship	47,500.00
North Melbourne Football Club Ltd	2011 Community Partner	150,000.00
North Melbourne Football Club Ltd	2012 Season Sponsorship	187,418.18
Organs of the Ballarat Goldfields	"A Festival of Fine Music" Sponsorship for 2012 & 2013	40,000.00
Pinarc Disability Support	Community Impact Grant	3,692.40
Radio Ballarat Pty Ltd	3BA Christmas in July Appeal	1,000.00
Redan Football Netball Club	Community Impact Grant	4,389.00
Relay4Life	2012 Sponsorship	490.91
Roadsafe Central Highlands Inc.	Seeding Funding for RoadsSafe Central Highlands	2,000.00
Roadside Central Highlands Inc.	Community Impact Grant	1,600.00
Rotary Club of Ballarat (incl. Springfest Committee)	Community Grant	5,000.00
Rotary Club of Wendouree	Community Grant	4,000.00
Rotary International	Conference Sponsorship	4,000.00
Sebastopol Senior Citizens	Grant Payment	5,600.00
Special Olympics Victoria - Ballarat	Community Grant	1,317.27
St John Ambulance - Ballarat Division	Community Impact Grant	3,600.00
St Patrick's College - Auspice for Student Congress	Community Impact Grant	2,300.00
The Ballarat Agriculture & Pastoral Society	Community Grant	10,000.00
The Ballarat Foundation	Administration Funding	20,000.00
The Buninyong Good Life Festival	Community Impact Grant	8,199.91
The Design Exchange	Community Events Grant Scheme	3,158.70
The Eating Disorders Foundation of Victoria	Community Grant	5,296.16
The Salvation Army -Karinya Centre	Community Impact Grant	1,200.00

GOVERNANCE

Recipient	Summary of Services Provided	Amount \$
Triathlon Victoria Incorporated	Sponsorship for the V/Line Ballarat Triathlon & Multi-sports Festival	6,363.63
United Way Ballarat	Community Benefit Grant 11/12	20,000.00
United Way Ballarat	United Way Golf Classic - Team & Hole Sponsorship	1,000.00
Uniting Care Ballarat	2011 Community Event Grant Scheme - Op Shop Ball	2,490.00
University of Ballarat	Trainee of the Year 2012 Sponsorship - TAFE Awards for Excellence	1,000.00
University of Ballarat	TAFE Awards for Excellence Celebrations 2012 Contribution	3,000.00
University of Ballarat Pipe Band	Sponsorship of Australian Pipe Band Championships	20,000.00
University of the 3rd Age (Ballarat) Inc.	Community Impact Grant	2,657.30
Variety	Variety Bash Car Sponsorship	6,000.00
Victorian Association of Photographic Societies	Grant Payment	1,600.00
Wendouree Senior Citizens	Grant Payment	3,500.00
Wendouree West Community House & Learning Centre	Community Impact Grant	10,000.00
Wendouree West Exodus Community	Community Grant	1,000.00
Yarrowee Productions	Community Impact Grant	3,600.00
YMCA Ballarat	Community Impact Grant	5,000.00
YMCA Ballarat Youth Services	Community Grant	4,334.86
YMCA Ballarat Youth Services	Urgent Need Grant	1,500.00
York Street Church of Christ	Community Grant - Eureka Carols	8,375.00
Total		1,152,485.79

GOVERNANCE

Memberships

Vendor	Summary of Services Provided	Amount \$
Alternative Technologies	Magazine Subscription	52.73
Aquatics & Recreation Victoria	Annual Membership	500.00
Auction Records	Annual Subscription	231.82
Australasian Fleet Management Association	Annual Membership	550.91
Australian Airports Association	Annual Membership	1,000.00
Australian Breastfeeding	Subscription	95.00
Australian Computer Society Inc.	Annual Membership	290.91
Australian Computer Society Membership	Professional Membership	290.91
Australian Human Resources Institute	Annual Memberships	2,522.73
Australian Institute of Company Directors	Professional Memberships	1,344.09
Australian Performing Arts Centres Association	Professional Membership	736.36
Australian Taxation Reporter	Taxation Reporter Subscription	490.00
Australian Tourism Accreditation Program	Annual Membership	490.91
Australian Water Association	Annual Membership	185.46
Ballarat Regional Occupational Safety & Health Group	Annual Membership	150.00
Botanic Gardens	Professional Membership	318.18
Botanic Gardens - Richmond, UK	Annual Subscription	341.16
Building Commission	Professional Membership x 3 @ \$81.82	245.46
Building Designers Association of Victoria	Corporate Membership	400.00
Business Events Victoria	Annual Membership	1,109.09
Central Victorian Greenhouse Alliance	Annual Membership	3,000.00
Choice Australia	Annual Magazine Subscription	78.18
Committee for Ballarat	Executive Membership	18,450.00
CPA Australia	Annual Membership	652.73
Economic Development Australia	Professional Membership	409.09
Environmental Health Australia	Annual Membership	1,390.91
Expanding Horizons Pty Ltd	Website Annual Subscription	190.00
Faith Communities Council of Victoria	Professional Membership	100.00
Garden Plant Conservation Association of Australia	Professional Membership	150.00
Hallmark Editions Pty Ltd	Subscription to Council Manager Magazine	300.00
Hallmark Editions Pty Ltd	LG News E-Newsletter Subscription	250.00
Horsham Rural City Council	Western Highway Action Committee membership	9,475.00
Housing Industry Association	Annual Subscription	585.00
Informed Decisions	ID Yearly Subscription	9,900.00
Institute for Information Management	Annual Membership	218.18
Institute of Engineers Australia	Professional Membership	153.00
Institute of Public Administration Australia	Corporate Bronze Membership x 2 @ \$1363.64	2,727.28
Institute of Public Works Engineering Australia	Professional Membership x 16	4,000.00
Institute of Public Works Engineering Australia	Systems Plus Subscription	500.00
International Council for Local Environment Initiatives	Annual Membership	1,200.00
Keep Australia Beautiful Victoria	Annual Membership	500.00

GOVERNANCE

Vendor	Summary of Services Provided	Amount \$
Library Subscriptions - Assorted		82,621.39
Local Government Finance Professionals	Corporate Membership	2,506.36
Meals Victoria	Meals on Wheels Annual Membership	80.00
Meetings & Events Australia	Annual Membership	409.09
Melbourne Convention & Visitors Bureau	Corporate Membership	1,010.91
Municipal Association of Victoria	Council Membership of the LGICT Committee	3,547.00
Municipal Association of Victoria	Step Asset Management Program Membership	8,750.00
Municipal Association of Victoria	Professional Membership	40,661.91
Municipal Works Officers Association	Professional Membership	1,190.00
Municipal Works Officers Association	Annual Membership x 2 @ \$70	140.00
National Association of Visual Arts	Professional Membership	240.91
National Disability Services	Professional Membership x 2 @ \$669.55	1,339.10
National Indigenous Times	Subscription Indigenous Times	80.00
Open City Incorporated	Annual Subscription	68.18
Philanthropy Australia	Membership	81.82
Pinarc Support Services	Toy Library Group Membership	150.00
Planning Institute of Australia	Professional Memberships	4,382.53
Play Australia	Annual Membership	250.00
Public Galleries Association of Victoria	Annual Membership	500.00
Public Libraries Victoria Network Inc	Annual Subscription	2,597.00
RACV	Roadside Assistance	666.00
Real Estate Institute of Victoria	Property Subscription x 2 @ \$125	250.00
RIM Professionals Australasia	Professional Membership	872.73
Safety Institute of Australia	Annual Membership x 2	427.27
Strategic Rewards Pty Ltd	Annual Membership	3,500.00
TaxEd Australia	Annual Membership	1,450.00
TaxEd Australia	Membership	2,468.18
The Intermedia Group	Annual Subscription	162.27
The Intermedia Group	Tech Trader Magazine Subscription	81.82
The Koori Mail	Online Subscription	68.18
The League of Historical Cities	Membership	100.06
Thomson Reuters	FBT Software Membership	631.82
Turfgrass Association of Australia	Membership	600.00
Victorian Employers Chamber of Commerce & Industry	Victorian Tourism Industry Council Membership	359.09
Victorian Employers Chamber of Commerce & Industry	Victorian Tourism Industry Council Membership	844.55
Victorian Local Governance Association	Professional Membership	18,500.00
Victorian Local Governance Association	Annual Membership	19,500.00
Victorian Municipal Building Surveyors Group Inc	Annual Membership	300.00
Victorian Planning and Environmental Law Association	2011/12 Membership	172.73
Volunteering Victoria Inc	Local Government Membership	272.73
Waste Management Association of Australia	Individual Membership	33.64
Waste Management Association of Australia	Professional Membership	772.73
Yousendit Inc.	Online Image System Annual Membership	48.35
Total		\$268,263.44

National Competition Policy Compliance: 2011- 2012

Certification by Chief Executive Officer

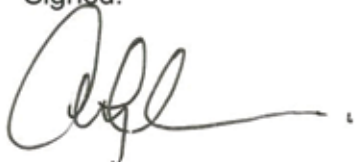
Ballarat City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2011 to 30 June 2012, in accordance with the requirements outlined in *National Competition Policy and Local Government A Revised Statement of Victorian Government Policy, December 2008 (2008 Statement)* as set out below:

<p>A. Trade Practices Compliance</p> <p><i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i></p>	<p>Compliant</p>
<p>B. Local Laws Compliance</p> <p><i>State whether the Council is compliant or non-compliant. List any local laws made or remade during 2011-12 which impose a restriction on competition:</i></p> <ul style="list-style-type: none"> - - - 	<p>Compliant</p>
<p>C. Competitive Neutrality Compliance</p> <p><i>State whether the Council is compliant or non-compliant for all significant businesses. List any significant businesses that are non-compliant:</i></p> <ul style="list-style-type: none"> - - - 	<p>Compliant</p>

I certify that:

- a) this statement has been prepared in accordance with the 2011-2012 National Competition Policy reporting guidelines, which is pursuant to the 2008 Statement; and
- b) this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



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

Date: 28/9/12

VICTORIAN LOCAL GOVERNMENT INDICATORS FOR 2011-2012

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	\$1,561
Average residential rates and charges per assessment	\$1,193

Sustainability	
Average liabilities per assessment	\$892
Operating result per assessment	\$393
Operating result (less asset revaluation increment and developer contributions) per assessment	\$162

Services	
Average operating expenditure per assessment	\$2,873

Infrastructure	
Average capital expenditure per assessment	\$1,201
Renewal	1:1.039
Renewal and maintenance	1:1.757

Overall Performance	
Community satisfaction rating for overall performance	57

Advocacy	
Community satisfaction rating for advocacy and representation on key local issues	50

Engagement	
Community satisfaction rating for engagement in decision making on key local issues	54

2011/12 PERFORMANCE STATEMENT

Section 132 of the Local Government Act (LGA) requires the City of Ballarat to report on its performance against the targets and measures for the Key Strategic Activities specified in the Budget [Section 127 2(d) of the LGA] for the 2011/12 financial year. The measures used were the key performance indicators in the Annual Local Government Community Satisfaction Survey conducted on behalf of councils by the State Government.

The performance measures and the setting of the targets for the 2011/12 financial year were based on the structure (questions) and results respectively of the 2010/11 survey. The State Government introduced changes to the survey methodology for the 2011/12 year, one of those being dividing the survey into core and optional questions. The core questions remained virtually unchanged from the previous year's survey and form the basis of the performance

measures in the "Managing our Business" section of the Performance Statement. However, in choosing the optional questions to be included in the 2011/12 survey, Council was guided by the need to select those that most closely aligned with the nine questions in the 2010/11 survey (that form the basis of the first nine performance measures in the Performance Statement) in order to be able to report as accurately as possible the performance, in terms of the actual results, against the targets. The optional questions were divided into two parts; "importance" and "performance". The performance results are the figures used in the Performance Statement.

Where there is no direct comparison between the survey questions (performance measures) from the 2011/12 survey and the current performance measures a footnote is provided to explain how the 2011/12 actual result was derived.

Growth and Development

Key Strategic Activity	Performance Measure	How Data is Reported	11/12 Target	11/12 Actual	Target Met/Not met	Reasons for not meeting targets
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for local roads and footpaths	Annual Community Satisfaction Survey	54	55	Met	
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for traffic management and parking facilities	Annual Community Satisfaction Survey	52	52*	Met	
Providing appropriate, safe infrastructure for the community	Community satisfaction rating for the appearance of public areas	Annual Community Satisfaction Survey	62	71	Met	
Ensuring appropriate development occurs in the community	Community satisfaction rating for town planning policy and approvals	Annual Community Satisfaction Survey	55	53>	Not met	Despite the different survey methods over the past two years possible explanations for the lower result is the contention over the Civic Hall redevelopment and heritage issues.
Providing waste services that are environmentally sustainable	Community satisfaction rating for waste management	Annual Community Satisfaction Survey	70	69	Not Met	Possible reasons are that the community still has issues with the non-provision of green waste and hard waste collections.

People and Communities

Key Strategic Activity	Performance Measure	How Data is Reported	11/12 Target	11/12 Actual	Target Met/Not met	Reasons for not meeting targets
Providing quality community services	Community satisfaction rating for health and human services	Annual Community Satisfaction Survey	72	65^	Not met	Given the relatively large gap between the actual result and the target, which has not been the case in previous years, the different survey methods may explain the result. Other possible reasons are that some in the community believe that more resources are required for aged care services and that longer opening hours would be an improvement for maternal and child health services.
Providing quality recreational facilities	Community satisfaction rating for recreational facilities	Annual Community Satisfaction Survey	72	67	Not met	This was an unexpected result as the target had been met in the previous year and a contributing factor to this could be the new survey method. Another reason for the lower result could be the community's disappointment at the failure of a long term contractor for one of the outdoor pools to win the tender to continue to operate that facility. Also more activities and facilities for teenagers and better playground equipment could be other reasons.

2011/12 PERFORMANCE STATEMENT

Destination and Economy

Key Strategic Activity	Performance Measure	How Data is Reported	11/12 Target	11/12 Actual	Target Met/Not met	Reasons for not meeting targets
Providing economic development services	Community satisfaction rating for economic development	Annual Community Satisfaction Survey	60	66#	Met	
Providing a safe environment for the community	Community satisfaction rating for enforcement of local laws	Annual Community Satisfaction Survey	62	64	Met	

Managing our Business

Key Strategic Activity	Performance Measure	How Data is Reported	11/12 Target	11/12 Actual	Target Met/Not met	Reasons for not meeting targets
Improving community relationships	Community satisfaction rating for interaction and responsiveness in dealing with the public	Annual Community Satisfaction Survey	72	75	Met	
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	60	54	Not Met	Aside from the different survey methods possibly influencing the lower result, another reason could be the community debate over Council's decision for the redevelopment of the Civic Hal site and the consequent rescinding of that decision by Council.
Strengthening advocacy processes	Community satisfaction rating for advocacy and representation on key local issues	Annual Community Satisfaction Survey	65	50	Not Met	Again, the different survey methods would have influenced the result as well as the contentious Civic Hall debate and the community's belief that Council needs to be clearer in its communication.
Improving community perceptions	Community satisfaction rating for overall performance generally of the Council	Annual Community Satisfaction Survey	63	57	Not met	The combination of the different survey methods and the various reasons provided for the targets not being met for the previous measures is a possible explanation for the target not being met.
Improving community perceptions	Community satisfaction rating for overall performance in key service areas and responsibilities of the Council	Annual Community Satisfaction Survey	62	57<	Not Met	The decline in ratings for a number of the indicators would have had the cumulative effect of producing a lower overall score than the target.

* Separate questions were asked regarding traffic management and parking facilities, the results of which were 55 and 49 respectively. Combining these two the average result is 52

> Separate questions were asked regarding town planning policy, and planning and building permits, the results of which were both 53.

^ Separate questions were asked regarding family support and elderly support services, the results of which were 65 and 64 respectively. Combining these two the average result is 65

The question in the 2011/12 survey related to business and community development and tourism

< This figure is the average of the results for the performance part of the 12 questions that were used to calculate the results for the nine measures not included in the Managing our Business section.

2011/12 PERFORMANCE STATEMENT

General Interpretive Analysis of Performance Results for 2011/12 Financial Year

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

Actual performance achieving target or better:

- Local roads and footpaths
- Traffic management and parking facilities
- Appearance of public areas
- Economic development
- Enforcement of local laws
- Interaction and responsiveness in dealing with the public

Actual performance within 1 percentage point of target:

- Waste Management

Actual performance within 2 percentage points of target:

- Town planning policy and approvals

Actual performance lower than 2 percentage points of target:

- Health and Human Services
- Recreational facilities
- Council's engagement in decision making on local issues
- Council's advocacy and representation on key local issues
- Overall performance generally of the Council
- Overall performance in key service areas and responsibilities of the Council

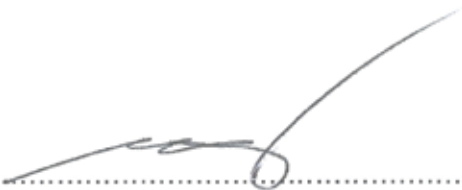
Given the different survey method used for the 2011/12 financial year it is not valid to make comparisons with the previous year's results.

Council Approval of the 2011/2012 Performance Statement

In our opinion, the accompanying performance statement of the Ballarat City Council in respect of 2011/2012 financial year is presented fairly in accordance with the Local Government Act 1989.

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

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



Mark Harris
Councillor
Dated: 19th September 2012



Judy Verlin
Councillor
Dated: 19th September 2012

INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Ballarat

The Performance Statement

The accompanying performance statement for the year ended 30 June 2012 of the City of Ballarat which comprises the statement, the related notes and the council approval of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

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

Auditor's Responsibility

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

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

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

Independence

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

Independent Auditor's Report (continued)

Auditor's Opinion

In my opinion, the performance statement of the City of Ballarat in respect of the 30 June 2012 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the City of Ballarat for the year ended 30 June 2012 included both in the City of Ballarat's annual report and on the website. The Councillors of the City of Ballarat are responsible for the integrity of the City of Ballarat's website. I have not been engaged to report on the integrity of the City of Ballarat's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
25 September 2012


D D R Pearson
Auditor-General

***Pictured - Summer Sundays:** Council's free 'Summer Sunday's' event attracted huge crowds during January. Previously known as 'Arts in the Park' the event took on a new name and a new location in the Ballarat Botanical Gardens. The event was held on the 8, 15, 22 and 29 January, with each event featuring an eclectic mix of music matched with a mouth watering desert available for purchase. The final week offered a twilight cinema experience.*

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