



# BALLARAT

A GREAT CITY,  
A GREAT COMMUNITY

# CITY OF BALLARAT ANNUAL REPORT 2013-14

**We think that Ballarat is  
a great city and a great  
community.**

As your Council, we understand the significant responsibility entrusted to us. We're committed to maintaining what is already great about our City and determined to make it even better.

We are pleased to share this Annual Report with our community and we trust that it provides a comprehensive understanding of our achievements, celebrations and challenges during 2013-14 and what we will focus on in 2014-15 and beyond.

This document provides a detailed report on how we performed against our Council Plan 2013-17 and our financial performance.

In an attempt to communicate clearly and openly we have invested in improving the content and how it is presented. We hope that our readers find it informative and easy to understand.

## **How to get your copy of this Annual Report**

Electronic copies available online – download at [www.ballarat.vic.gov.au/ac/budget-reports-and-plans](http://www.ballarat.vic.gov.au/ac/budget-reports-and-plans)

Hard copies available on request – see page 254 for our contact details

## **We welcome all feedback**

For details on how to contact us with your feedback on this Annual Report, see page 254.

*This Annual Report is prepared in accordance with the requirements and guidelines of the Local Government Act 1989.*

*Photo front cover: The Midlands Water Play Facility, Ballarat's first outdoor aquatic play space, opened in summer 2014*

*Photo this page: Café culture in Ballarat*

*The City of Ballarat respectfully acknowledges the Wadawurrung and Dja Dja Wurrung people - traditional custodians of the land on which we live and work.*



# FAST STATS

2013-14

140

MEALS ON WHEELS  
VOLUNTEERS  
DELIVERED MEALS TO

500

RESIDENTS EVERY  
WEEK

92,136  
CALLS  
RECEIVED BY  
CUSTOMER  
SERVICE

12,500  
FOLLOWERS

FACEBOOK  
AND TWITTER  
COMBINED

\$300,526

IN GRANTS  
TO OUR  
COMMUNITY

3,300 meters<sup>3</sup>

OF GREEN WASTE  
COLLECTED FREE FROM  
RESIDENTS (HELPING  
RESIDENTS TO BE  
FIRE READY)

10,000

TREES PROVIDED  
TO COMMUNITY  
GROUPS FOR  
PLANTING

650

TREES PLANTED  
ACROSS THE  
CITY

4,400km  
OF ROADS  
INSPECTED

**250%**  
INCREASE  
IN E-BOOK  
DOWNLOADS AT OUR  
LIBRARIES

**45,000**  
VISITORS TO THE  
2014 BEGONIA FESTIVAL  
**UP 48%**  
FROM 2013  
A RECORD IN ITS  
62-YEAR HISTORY

**1378**  
NEW BABIES  
BORN

**14,382**  
MATERNAL & CHILD  
HEALTH VISITS

**108,887**  
VISITORS TO THE  
ART GALLERY OF  
BALLARAT

**3,258**  
HOME & COMMUNITY CARE  
CLIENTS RECEIVED  
**50,292 HRS**  
OF DOMESTIC CARE

**187**  
NEW AUSTRALIAN  
CITIZENS  
WELCOMED  
IN OUR CITY

**220+**  
YOUTH  
COUNCILLORS  
OVER 15  
YEARS

# HIGHLIGHTS 2013-14



## GROWTH & DEVELOPMENT

To read more see page 94

**We imagine Ballarat as a well-planned City that provides accessible, connected and safe urban areas and facilities, supports diverse housing and active transport options, and uses resources sustainably while adapting to changes in climate.**



## PEOPLE & COMMUNITIES

To read more see page 112

**We imagine Ballarat as a safe and well-serviced City that provides equal access to opportunities for its citizens at all stages of life, has connected communities that participate actively in civic life and offers diverse and accessible recreation, leisure and sporting opportunities that encourage healthy lifestyles.**



## DESTINATION & ECONOMY

To read more see page 136

**We imagine Ballarat as a City with a prosperous, growing economy that attracts and retains innovative businesses and enterprises who employ a highly skilled local workforce, attracts new residents and promotes the City's unique heritage.**

## OUR MAJOR ACHIEVEMENTS

- Commenced works to restore the Yarrowee River including weed control work, walking trails and tree planting – \$1 million State Government grant
- Completed tree planting along Ballarat's Avenue of Honour – Australia's longest – in preparation for the 100-year anniversary of World War 1
- Signed a Memorandum of Understanding with Friends of the Botanical Gardens to work cooperatively in the management of the Botanical Gardens
- \$300,000 in improvements at the Eureka Swimming Complex
- Improvements to our State of the Assets Report – it now guides our long-term financial planning
- \$16 million improvement works on roads, drains and footpaths across the City
- Endorsement of the 7-year plan for the Sport and Recreation Infrastructure Program

- Engaged with the communities of Buninyong, Learmonth and Miners Rest on over 40 local projects through the Engaging Communities Program
- Further developed the Parent Place in central Ballarat as a welcoming space that supports families
- Implemented the new Digital Hub at Ballarat Library and expanded our Library Outreach Program
- Implemented further social inclusion initiatives for seniors following a successful audit
- Completed updates to the Buninyong Bowls Clubhouse and the St George's Pavilion and significant capital improvements to Ballarat's indoor sports stadiums benefiting a wide range of sports

- Attracted a record attendance of 45,000 to the 2014 Ballarat Begonia Festival – the largest audience in its 62-year history and a 48% increase compared with 2013
- Secured \$30.2 million in State and Council funding to deliver the first stage of development of the Ballarat West Employment Zone – a 630-hectare site in Ballarat's West
- Implemented the Economic Strategy 2010-14 to drive investment and employment creation for the City – this included securing \$9 million in Federal funding for the Intermodal Freight Hub at the Ballarat West Employment Zone
- Created a Destination Management Plan which includes tourism products, assets, infrastructure and attractions across the region

## OUR DISAPPOINTMENTS

- The reduction in Federal assistance grants leading to less money for renewal of the City's assets
- The construction delays encountered in the Landfill Project and the associated costs

- The significant delays in the original project schedule for the All-Inclusive Playground due to the failure to secure all project funding.
- The lack of progress in a feasibility study for developing a youth precinct – currently on hold
- The lack of progress in developing a clear policy position for Council on tackling alcohol-related harm and managing responses to liquor licence applications

- The poor performance against projections of visitation numbers to the Museum of Australian Democracy at Eureka (M.A.D.E.)
- The delay in the submission of the development application relating to the relocation of the Ballarat Regional Livestock Selling Centre





### MANAGING OUR BUSINESS

To read more see page 150

**We provide responsive and accessible leadership, engagement and advocacy and deliver efficient services with sound financial management and accountable government practices.**

### HEALTH & WELLBEING

To read more see pages 96,114,138 & 152

**We report on health and wellbeing outcomes across the organisation, recognising that all units of Council deal with strategies, programs and services that impact the health and wellbeing of our residents.**

### SUSTAINABILITY

To read more see page 76

**We embrace and report on social, economic and environmental sustainable outcomes, ensuring that long-term development plans incorporate sustainability principles and policies.**

### OUR MAJOR ACHIEVEMENTS

- Launched the Regional Capital Plan – this Plan articulates the City’s priorities in its goal of becoming the Capital of Western Victoria
- Created and implemented the Investment Facilitation Group (IFG) to fast-track development within the City
- Created and subsequently adopted the 2103-14 Budget reflecting the investment required to deliver this Council’s priorities
- A 4% increase in community satisfaction in Council’s Customer Service – per the 2014 Community Satisfaction Survey
- A 93.9% staff retention rate, demonstrating a high level of staff satisfaction

- Fully integrated the Municipal Public Health and Wellbeing Plan into the Council Plan 2013-17
- Disseminated local health & wellbeing statistics and priorities through the production of a Health & Wellbeing Community Profile and fact sheets
- Strengthened partnerships with health & wellbeing stakeholders to develop a health partnership agreement for collaborative advocacy around key health priorities

- Secured \$1 million for the investigation of innovative water management solutions for the City as part of the Living Ballarat Project – a State Government grant through Office of Living Victoria
- Completed the adaptive reuse of the Wendouree pool as a non-potable water storage tank
- The management of Lake Wendouree in a sustainable way including water supply, quality and aquatic vegetation.
- Secured external funding for the investigation and implementation of a green waste solution for the City

### OUR DISAPPOINTMENTS

- The lack of improvement in most areas of the 2014 Community Satisfaction Survey – we achieved ‘status quo’

- The poor adoption rate by some units of the organisation of the integration of health & wellbeing priorities into the Council Plan 2013-17 (this is still a very novel concept for those units that would not usually express their outcomes in health terms) – ongoing education of staff will be required on the way in which the built, economic, social, natural and democratic environments all affect health

- The lack of external funding received for our LED lighting replacement program
- An increase in water consumption across the organisation
- The delays in the externally funded Waste-to-Energy Project at the Ballarat West Employment Zone

**Ballarat. A great city.  
A great community.**

# PROFILE - CITY OF BALLARAT

## A GREAT PLACE TO LIVE

Ballarat is one of Australia's largest inland cities and the third largest city in Victoria. Money flowed into Ballarat with the discovery of gold in the mid-19th Century. Today the City is renowned for its beautiful parks, broad tree-lined streetscapes, cultivated European gardens, and heritage architecture of national significance and international interest. 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 has a perfectly preserved heritage streetscape.

As the regional capital of Western Victoria/a thriving regional centre, Ballarat offers premium job opportunities, world-class education (including three universities), affordable housing, exciting restaurants and retail options, accessible community and health services, a great lifestyle and a lively arts scene.

Ballarat has over 140 neighbourhood parks, 39 sporting grounds, over 40 kilometres of walking trails, eight aquatic facilities and several exceptional golf courses, including two championship courses, and many off-road and on-road cycling paths.

## GEOGRAPHY

Ballarat is located in the gently undulating section of the midland plains of the Central Highlands Region of Victoria. These plains are made up of alluvial sediment and volcanic flows featuring rolling hills, granite outcrops, heavily forested areas, numerous bodies of water and large areas of rich agricultural soils.

## MUNICIPALITY

The City of Ballarat municipality covers an area of 740 square kilometres and includes the outlying townships of Buninyong, Miners Rest, Learmonth and Cardigan Village. It is part of an area of land under the traditional custodianship of the Wadawurrung and Dja Dja Wurrung people and is bound by the surrounding municipalities of Hepburn Shire (to the north), Moorabool Shire (to the east), Pyrenees Shire (to the west) and Golden Plains Shire (to the south).

## LOCATION & ACCESS

Located 110km north-west of the capital city Melbourne, Ballarat has an excellent commuter rail service to Melbourne with travel times of approximately 75 minutes. It is located along the Western Highway corridor and is serviced by four major highways that provide easy access to industrial centres such as Melbourne, Adelaide, Geelong and Portland, regional locations like Bendigo and Mildura, and agricultural areas in the Mallee and Wimmera regions.

Ballarat is connected via rail with Melbourne, Adelaide and Perth. Ballarat's road and rail networks provide easy access to international markets through the Port of Melbourne, which handles 38% of the nation's container trade. Melbourne's Tullamarine International Airport is just over an hour away by road. Ballarat's Airport is well equipped to meet regional needs and is developed to accommodate future regional and interstate demand.



## POPULATION

Ballarat recorded a population of 100,550 people (source: Australian Census, 2011) and services a regional population of 400,000. This equates to an annual growth rate of 2.45% since 2001 which is greater than the State average overall and ranks Ballarat as the second highest regional city for growth in Victoria.

With a projected population of 142,002 by 2031 (source: Victoria in Future 2014), Ballarat's projected growth rate is higher than that forecast for Melbourne and the State of Victoria. Four new neighbourhood suburbs are being planned in the west of Ballarat to provide for this growth. Ballarat's newest suburb of Lucas is a 750-hectare suburb that, when complete, will have around 14,000 new homes.

## RECREATION & TOURISM

With over two million visitors annually and domestic and international visitor numbers on the rise, the Ballarat region is one of Australia's premier tourism destinations. Major tourist attractions include the Art Gallery of Ballarat (established in 1884), Her Majesty's Theatre (Australia's oldest continuously operating purpose-built theatre) the Museum of Australian Democracy at Eureka (M.A.D.E.), Sovereign Hill (an open-air museum recreating the Ballarat Goldfields of the 1850s), Ballarat Botanical Gardens, Ballarat Wildlife Park, Ballarat Bird World and the Gold Museum, the beautifully-restored Lake Wendouree, the Australian Ex-Prisoners of War Memorial and Prime Ministers' Avenue.

## INDUSTRY & WORK

Ballarat has traditionally prospered on mineral and agricultural based resources. Growing employment sectors include health, education, retail, tourism and construction. In addition to these service industries, Ballarat's manufacturing sector offers increased opportunities in areas of high value-add, such as freight and logistics, mining technology and food processing, keeping the City's manufacturing industry competitive. Ballarat is home to the largest Information, Communications and Technology (ICT) Park in regional Australia with 30 businesses and more than 1,500 employees with plans for expansion well advanced.







## HISTORY OF BALLARAT

The Wadawurrung and Dja Dja Wurrung 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 span an area that extends from Ballarat south to the coast near Lorne and east to the Werribee River.

### **THE NAME BALLARAT or BALLAARAT (HISTORICAL SPELLING)**

The name comes from two aboriginal words signifying a camping or resting place: 'balla' meaning 'elbow' or 'reclining on the elbow' + 'arat' meaning 'place'

**1838:** Squatter William Yuille camped near the Black Swamp, now known as Lake Wendouree.

**1851:** Prospectors John Dunlop and James Regan found a few ounces of gold at Poverty Point while panning in the Canadian Creek. 1 year later Ballarat's population had increased by 20,000, swelled by diggers who had come to the goldfields hoping to find their fortune. Ballarat's history changed forever.

**DECEMBER 1854:** The City and its gold were at the centre of one of the most important moments in Australia's history. The Uprising at Eureka started over the 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. Miner's licences were abolished and replaced by new miners rights. The rebellion and its consequences are considered a pivotal moment in Australian Democracy.

**A LASTING LEGACY:** 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 gold rush.

**AFTER GOLD:** In the years following the gold rush Ballarat established itself as a key centre for manufacturing. In the 19th Century some of the first steam engines to work Victoria's new railways were built at Ballarat's Phoenix Foundry. Today, manufacturing remains a vital part of the economy to this day, with leading companies such as Mars, McCain and Selkirk calling Ballarat home.

**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 was created by an Order of Parliament on 6 May 1994 under the Victorian Local Government Act. It is the amalgamation of the previous Shire of Ballarat, City of Ballaarat, Borough of Sebastopol and parts of the Shires of Bungaree, Buninyong, Grenville and Ripon.

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# HOW TO READ THIS ANNUAL REPORT

This report is divided into **three** main sections:

- **Overview:**

An overview of Council and the organisation including fast facts and a snapshot of our performance against all areas

- **Performance:**

A detailed performance analysis

- **Financial Performance:**

Audited performance statements

## OUR PERFORMANCE

The Performance Section is divided into **six** key areas:

- 1. Health & Wellbeing**
- 2. Sustainability**
- 3. Growth & Development**
- 4. People & Communities**
- 5. Destination & Economy**
- 6. Managing our Business**

This section includes details on our performance against the Council Plan 2013-17 expressed as a percentage. It also includes challenges we faced in 2013-14 and our focus looking ahead in 2014-15 and beyond.

Full performance results can be found from page 74 to 161.

## WHY WE HAVE AN ANNUAL REPORT

*The Victorian Local Government Act requires all Councils to present a report to the Minister for Local Government each year.*

The Annual Report is a vital document that keeps residents, businesses, employees, stakeholders and other government agencies (State and Federal) up to date on the performance and future direction of City of Ballarat.

**This Annual Report provides a comprehensive account of our achievements, challenges and aspirations for the future. It reports on our performance against what we said we would do in our Council Plan 2013-17 which provides the framework for Council to deliver the everyday services, programs and projects for our community. This report demonstrates the diversity and breadth of our operations and the services we deliver on a daily basis.**

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# 2013-14 AT A GLANCE



# A YEAR IN REVIEW

## JULY 2013

**Ballarat Imagine** consultation process ends – thanks to the **6,500** residents who contributed

Community consultation sessions for **Ballarat Station Precinct Master Plan**

**Ballarat West Employment Zone Planning Scheme** amendment C166 gazetted

**The Opals in Ballarat for training camp** – National Women's Basketball Team



## AUGUST 2013

Ballarat celebrates

**25-year Anniversary Sister City Agreement**

with **Inagawa City in Japan**

**Youth Services team BYou** relocates to new home at Ballarat Library

**\$500,000 for Armstrong Street upgrade** – State Government funding

## SEPTEMBER 2013

88-year-old **Enid Gray** announced as 2013 **Ballarat Senior of the Year**

Agreement signed with **WHITRAP\*** that is providing worldwide **recognition of UNESCO'S Historic Urban Landscape approach** being piloted in Ballarat

\*WHITRAP: World Heritage Institute of Training and Research in Asia and the Pacific, Shanghai (under the auspices of UNESCO)

**8 new drinking fountains around Lake Wendouree** in partnership with Central Highlands Water

Residents invited to **have their say** on **future of Ballarat's libraries**



## OCTOBER 2013

City of Ballarat wins **Victorian Award for Early Years guide: Engaging children in decision making** – Department of Education and Early Childhood Development Award

City of Ballarat wins **National Award for Ballarat West Employment Zone Project Strategic Planning** – Economic Development Australia Award

**Governor of Victoria visits Ballarat**  
His Excellency the Honourable Alex Chernov AC QC and Mrs Elizabeth Chernov



Pictured above: Bill Beard (representing his wife - Angela Beard), John Fry, Steven Hardy and Enid Gray at the front.



The Premier with Mayor Cr Morris at the launch held at Parliament House in Melbourne



## NOVEMBER 2013

### Ballarat named as preferred training venue

to host pre-competition camp ahead of **AFC Asian Cup Australia 2015**

**Free green waste** offered to residents during **Fire Action Week**

**Cr Joshua Morris** sworn in as new **Mayor**

## DECEMBER 2013

**Ballarat Regional Capital Plan** launched by **Premier The Hon Denis Napthine**

**2 T20 cricket matches held at Eastern Oval**  
Melbourne Renegades v Darren Lehmann Cricket Academy

**City of Ballarat wins Victorian Multicultural Award for Excellence – Local Government Award**

in recognition of our work with our culturally, linguistically and religiously diverse communities

**Ballarat's first outdoor water play facility** opens at Midlands Reserve – a free facility

# A YEAR IN REVIEW



Robert Gray, Ballarat Citizen of the Year -  
Rebekah Vass, Ballarat Young Citizen of the Year

## JANUARY 2014

**Robert Gray** announced as **Ballarat Citizen of the Year**  
and **Rebekah Vass** as **Ballarat Young Citizen of the Year**

**Australia Day Citizenship Ceremony held**

**7 redeveloped Children's Centres re-open for 2014 kindergarten year**

Buninyong, Mount Clear, Brown Hill, Wendouree, Sebastopol South,  
Delacombe and Linda Brown Centres

**MOU signed with Friends of the Ballarat Botanical Gardens**

We welcomed  
our newest  
Australian Citizens  
at the Australia  
Day Citizenship  
Ceremony







## FEBRUARY 2014

**\$9 million contract for new indoor 50 metre pool awarded to local company**  
Nicholson Construction

**New cohort of Multicultural Ambassadors**  
appointed – for 2014-16

*Pictured above: Deputy Mayor Cr Des Hudson with the newly appointed Multicultural Ambassadors*

## APRIL 2014

**Ballarat Heritage Awards 2014**  
announced

**Lake Wendouree lighting trial**  
commenced

Ballarat announced as **host city of IRONMAN 70.3** for next 3 years

**Deluxe Spiegeltent**  
announced as part of  
**2014 Ballarat Cabaret Festival**



← Ballarat Heritage Awards 2014 winners

## MARCH 2014

**Civic Reception** to welcome **new 2014 Youth Council**

City of Ballarat wins  
**IBM Smarter Cities Challenge Grant**

## MAY 2014

**Draft Budget** released for public comment

**\$9.1 million funding for Ballarat West Employment Zone freight hub** announced by Federal Government

## JUNE 2014

Concrete slab poured for  
**new indoor 50 metre pool**

**12 residents** appointed to  
**Disability Advisory Committee**

**Cr Glen Crompton** becomes **new Central Ward Councillor** following countback by Victorian Electoral Commission

**Draft Recreation Strategy**  
released for public comment

# CAPITAL PROJECTS 2013-14

**In 2013-14 we embarked on the delivery of the largest Capital Program in Council's history. It is designed to deliver new community infrastructure while maintaining current infrastructure to service the fast-growing population of the City.**



**TOTAL  
INVESTMENT  
IN CAPITAL  
PROJECTS IN 2013-14  
= \$61,477,883**



### LIBRARIES

- Library Books **\$627,690**
- Radio Frequency ID Implementation at all three Ballarat Libraries **\$435,313**

### CITY BEAUTIFICATION

- City Entrances **\$149,090**
- Street Furniture Renewal **\$170,648**
- Sturt Street Irrigation **\$98,848**
- Ballarat Botanical Gardens **\$56,231**

### WASTE

- Landfill Upgrade **\$2,852,135**
- Bin Replacement **\$102,450**



### PLAYGROUNDS

- Playspace Planning Framework **\$278,156**
- Parks Development **\$232,324**

### LAKES & OTHER WATER INFRASTRUCTURE

- Lake Wendouree Upgrade **\$342,000**
- Morton's Cutting Weir Gauge **\$21,271**
- Yarrowee River Restoration **\$175,851**
- Lake Burrumbeet Sewerage System **\$399,154**

### ART & MONUMENTS

- Public Art & Monuments **\$154,213**
- Art Acquisitions for Art Gallery of Ballarat **\$246,282**

# CAPITAL PROJECTS 2013-14



## RECREATION

- North Ballarat Sports Precinct **\$167,340**
- Ballarat Lawn Tennis Courts **\$232,836**
- Recreation Capital Improvement **\$2,403,683**
- Outdoor Swimming Pool Maintenance **\$115,574**

## AVENUE OF HONOUR

- Ballarat Avenue of Honour Upgrade **\$158,213**

## FACILITIES

- Facilities Upgrade **\$1,562,996**
- Civic Hall Redevelopment **\$217,932**
- Her Majesty's Theatre **\$113,470**
- Museum of Australian Democracy at Eureka (M.A.D.E.) **\$105,163**



## RECREATION

- Indoor 50 metre Heated Pool and Aquatics Playspace at Ballarat Aquatics & Lifestyle Centre **\$3,646,086**
- Outdoor Aquatics Playspace at Midlands Reserve **\$500,000**



# CAPITAL PROJECTS 2013-14

## BALLARAT WEST EMPLOYMENT ZONE (BWEZ)

→ Stage 2 Development **\$623,590**

## KINDERGARTENS

→ Kindergarten Upgrades **\$2,999,819**



## ROADS

→ Major Infrastructure Renewal Project **\$10,144,318**  
 → Major Rural Roads Infrastructure Works **\$1,139,984**  
 → Ballarat Western Link Road **\$2,477,530**  
 → Bicycle Strategy Projects **\$244,035**  
 → Federal Black Spot Funding **\$546,000**  
 → Major New Capital Road Projects **\$584,000**  
 → CBD Strategy Implementation **\$803,955**  
 → Federal Roads to Recovery Funding **\$970,676**  
 → Regional Growth Fund **\$465,736**  
 → Subdivider's Contribution **\$15,490,044**



## TECHNOLOGY

→ Desktop Computer Replacement **\$367,380**  
 → ICT Infrastructure Strategy **\$334,404**  
 → ICT Mobility **\$105,506**  
 → Digital Hub at Ballarat Library **\$16,698**  
 → ICT System Development **\$491,431**



## BALLARAT REGIONAL SOCCER FACILITY

→ Stage 2 Development **\$5,085,272**

## OTHER

→ Plant Replacement **\$3,410,393**  
 → Parking Meter Replacement **\$29,780**  
 → Home Carers - Hand Held PDAs **\$63,636**  
 → School Crossing Supervisor Shelters **\$18,746**

# OUR MAJOR COMMUNITY EVENTS

WE PROUDLY  
HOSTED, SUPPORTED  
OR ATTRACTED THESE  
MAJOR COMMUNITY  
EVENTS

# 103,000

people attended our  
community events including  
the Ballarat Begonia Festival,  
Heritage Weekend, Summer  
Sundays, Christmas Street  
Party and Australia Day



## Christmas in Ballarat

DECEMBER



MARCH



JANUARY

## BALLARAT begonia festival



MARCH

## BACKYARD TASTERS

FEBRUARY



## Ballarat Heritage Weekend

MAY



### We want Ballarat to be a vibrant tourist destination.

Our festivals and community  
events celebrate diversity and  
cultural expression and encourage  
community participation.  
**Improved community cohesiveness.**  
**Social connections. Cultural  
expression.**



# ORGANISATIONAL AWARDS

## 3 PRESTIGIOUS AWARDS

### Australian Economic Development Strategic Planning Award

in recognition of our work on the Ballarat West Employment Zone (BWEZ)

October 2013

- The biggest investment and commercial development project in the region
- A job and wealth creation project
- Potential for 9,000 local jobs
- Potential to inject \$5 billion into the economy annually
- A joint project with the Victorian Government

The Economic Development Australia Awards recognise and reward outstanding examples of economic development practice in accordance with the best practice criteria.



### Victorian Early Years Award

in recognition of our work on developing a guide for consulting children, Engaging children in decision making

October 2013

- A practical guide that affirms the importance of including the voice of children in the planning, designing and evaluating of strategies, environments and programs – designed for use by organisations, government departments, local government, community groups and individuals
- Examples of international and national best practice
- A joint project with the Cities of Brimbank, Maribyrnong, Melton and Wyndham, the Department of Education and Early Childhood Development and Kuranjang Primary School

The Economic Development Australia Awards recognise and reward outstanding examples of economic development practice in accordance with the best practice criteria.

### Victorian Multicultural Award for Excellence 2013 – Local Government Award

in recognition of our work with our culturally, linguistically and religiously diverse communities

December 2013

- Enhanced and culturally relevant services to these communities
- More inclusive participation and engagement of these communities in civic life
- Greater access and communication between these communities and Council

The Victorian Multicultural Commission (VMC) Awards recognise a municipal Council that made major improvements or developed initiatives to achieve these outcomes.





**We are proud to celebrate all awards won by City of Ballarat during the past year and acknowledge the excellent work of the teams involved.**

## ALL AWARDS

AWARD	FOR	BUSINESS UNIT	AWARDED BY	WHEN AWARDED
<b>Spirit of Ballarat Awards</b>	Outstanding Workplace Giving Coordinator (Jodie Kennedy)	Finance	United Way Ballarat	August 2013
<b>Economic Development Strategic Planning Excellence Award –Regional 2013</b>	Ballarat West Employment Zone Master Plan	Economic Development	Economic Development Australia – national award	October 2013
<b>Nursing &amp; Allied Health Scholarship &amp; Support Scheme</b>	\$30,000 for post-graduate study in Health (Bernie Cavanagh – MBA)	People & Communities	Australian College of Nursing Australia	October 2013
<b>Victorian Multicultural Awards for Excellence 2013</b>	Local Government	Cultural Diversity	Victorian Multicultural Commission	December 2013
<b>Recognising Excellence Awards for Delivering Youth Services (Readys)</b>	Runner Up –Individual Youth Worker Award (Danny Sandor)/ Lorenne Ramanauskas, Youth Project Officer	Youth Services	Victorian Local Governance Association (VLGA) & Youth Affairs Council Victoria (YacVic)	December 2013
<b>Positive Business Awards</b>	Finalist – Application of Positive Organisation Scholarship	Organisation Development	University of Michigan, USA	May 2014
<b>Australia's Favourite Library</b>	Sebastopol Library –nominated by the public	Learning and Diversity	Australian Library and Information Association	May 2014
<b>Volunteering Ballarat Recognition Awards 2013</b>	Parent Place – ACU Ballarat Education Award	Family and Children's Services	United Way Ballarat; sponsored by ACU	May 2014

# CONNECTING WITH OUR COMMUNITY



**RANKED 1ST**

in Victoria on  
'Klout Score'\*

*\*Measures your online  
influence*

**12,500**

Unique followers  
Facebook and  
Twitter combined

**RANKED 3RD**  
in Victoria for gross  
follower interactions

**We are committed to maintaining and growing strong connections with all sectors of our community by adopting innovative and dynamic communication tools and encouraging more community participation.**

## ACHIEVEMENTS:

- We reached a more diverse audience by introducing targeted community magazines
- We significantly enhanced our social media activities
- We significantly increased our direct electronic activities
- We reduced costs by reducing print activities
- We undertook a significant shift in how we engage with our local communities

## CHALLENGES

- Tackling the issue of existing negative community perceptions about Council
- Connecting with vulnerable and 'hard to reach' community members
- Tackling the issue of misrepresentation of Council in the external media
- Offering a suitable range of communication tools so that we connect appropriately with different sectors in our community
- Tackling the issue of inconsistency in our communication with our community across all of our organisation
- Allowing sufficient time for the community to respond to engagement initiatives

# SOCIAL MEDIA



Through our social media channels we're able to engage with residents in two-way communication about the latest Council news in a timely and appealing way through the use of photos, videos and links. It is also an opportunity for residents to engage with us through commenting, liking, sharing and sending direct messages.

During 2013-14 our use, presence and following on social media grew significantly to make it a key communication platform.



## OUR OTHER FACEBOOK PAGES

- BALLARAT BEGONIA FESTIVAL
- BALLARAT HERITAGE WEEKEND
- HARMONY FEST
- SUMMER SUNDAYS
- MAKING LEARMONTH
- MAKING BUNINYONG
- MAKING MINERS REST
- CENTRAL HIGHLANDS LIBRARIES
- ART GALLERY OF BALLARAT
- HER MAJESTY'S THEATRE
- MULTICULTURAL AMBASSADORS



**3,343**  
FOLLOWERS

Up from 2,230  
in 2012-13



**3,220**  
VIDEOS VIEWED

**6,010**  
ESTIMATED MINUTES WATCHED

**OVER 36% (1,149)**  
VIEWS FROM BEING  
EMBEDDED WITHIN OUR  
WEBSITE



**400+**  
FOLLOWERS  
IN 1ST YEAR

**NEW**  
IN 2013-14!

# WEBSITES

City of Ballarat website [www.ballarat.vic.gov](http://www.ballarat.vic.gov)

Our online presence continues to be a growing resource for the community and we are committed to making sure that our online information is accessible and user friendly.

## Website visitors 2013-14

216, 474 unique visitors



UP 7%  
6.4% from 2012-13



UP 42%  
from 2011-12



53% v 47%  
New v Return Visitors

### ALL-TIME HIGH 1.2 MILLION PAGE VIEWS



UP 24%

FROM 2012-13

WITH GREATER VISITOR ENGAGEMENT  
ACROSS ALL AREAS OF THE SITE

### SESSIONS FROM MOBILE DEVICES



UP 45,000

FROM 2013-14

We will continue to develop and adapt our website with innovative functions to make it easier for users to navigate and find information and to interact with us through online forms, polls etc.

**NEW**  
IN 2013-14!

- Launch and integration of Mobile Customer Requests web app
- Redesign of our website so it is fully responsive on any mobile/tablet device - only 17% of Councils Australia-wide have updated to a responsive design
- Site content accessibility enhancements
- Social media news pulls topically fed to specific sections
- Greater use of online consultation functions and surveys
- Development of the Inside Story Heritage Weekend website for community story sharing
- Business Ballarat website integrated into the City of Ballarat website resulting in double visitation numbers
- Preparations made for site personalisation and further social interactivity in 2014-15



website: **Youth Services**  
www.youthservicesballarat.com.au

**7,055** users

growth from 2012-13 **-2%**

new v return visitors **71% v 29%**



website: **Heritage Weekend**  
www.ballaratheritageweekend.com

**7,450** users

growth from 2012-13  
**no data collected in 2012**

new v return visitors **65% v 35%**



website: **Begonia Festival**  
www.ballaratbegoniafestival.com

**14,144** users

growth from 2012-13 **+15.5%**

new v return visitors **82% v 18%**



website: **Art Gallery of Ballarat**  
www.artgalleryofballarat.com.au

**50,238** users

growth from 2012-13 **+18.7%**

new v return visitors **69% v 31%**



website: **Her Majesty's Theatre**  
www.hermaj.com

**70,100** users

## PUBLICATIONS

We communicated with residents via a wide range of publications including the Council Plan, Annual Report and the Budget document as well as collateral for Council services, events and projects. We communicated about 'rates at work' via brochures. Specific communities received targeted information to better inform them about Council priorities and how their rates are being used. Regular newsletter updates are also distributed for Lake Wendouree, Sport and Recreation, Home Care, Arts and Culture and major projects.

## RADIO INTERVIEWS

Weekly radio spots on four local radio stations, 3BA, PowerFM, ABC Ballarat and Voice FM are used to promote City of Ballarat events, projects and activities and are generally filled by our Councillors.

## ADVERTISING

We run a weekly Notice Board advertisement in the local newspaper *The Courier* every Saturday. This includes tenders, planning permit applications, notice of meetings, road closures and road works projects.

We also run recruitment advertisements in *The Courier* on Saturdays to advertise any employment opportunities at City of Ballarat.

## DIRECT MAIL

We do letter box drops intermittently throughout the year to advise residents of any relevant news, projects or meetings in their area.

## CUSTOMER SERVICE

Residents can connect with us either by phone through the call centre or in person at our Customer Service Centre. They can also collect or view Council information and publications here.



ALL COMMUNITY  
MAGAZINES  
AVAILABLE  
ONLINE

# COMMUNICATIONS

## myBallarat

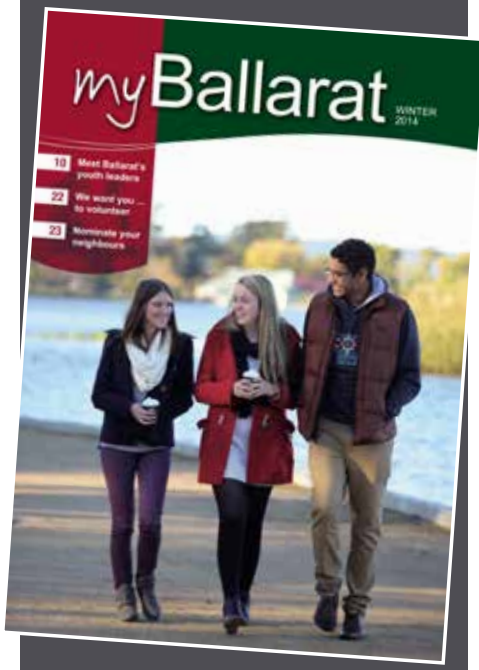
COMMUNITY MAGAZINE

50,000 COPIES  
32 PAGES

Produced each season: spring,  
summer, autumn, winter

News and updates on: works,  
programs, projects, services, events  
and community consultations as well  
as the latest information from the  
Art Gallery of Ballarat, Her Majesty's  
Theatre and our three libraries

Distributed to every household and  
business in Ballarat, City of Ballarat  
Libraries and Customer Service  
Centres, local cafés and businesses,  
hospitals, dentist and doctor  
surgeries, the Visitor Information  
Centre, Art Gallery of Ballarat,  
Ballarat Botanical Gardens and Her  
Majesty's Theatre



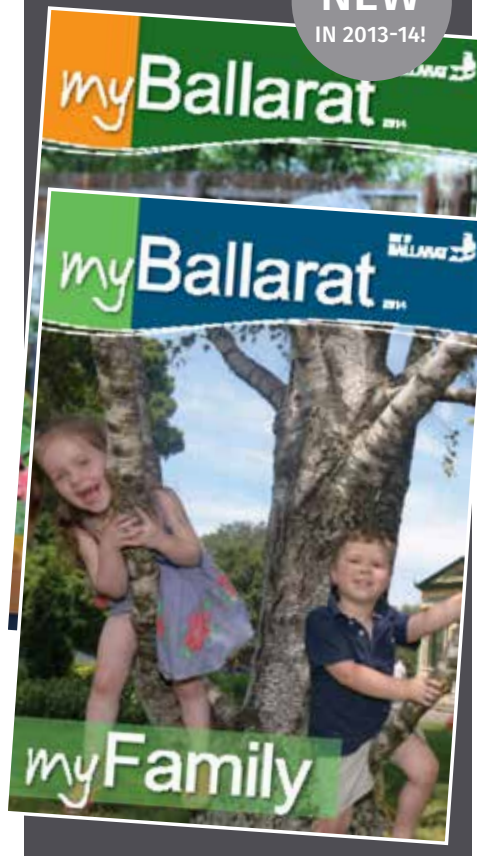
## mySeniors myFamilies

Information on: relevant Council  
news, services, projects and facilities

Distributed to: residents across  
Ballarat as well as local cafés and  
businesses

Ballarat Botanical Gardens and  
Her Majesty's Theatre

NEW  
IN 2013-14!



## myNeighbourhood Buninyong, Learmonth, Miners Rest

Information on: Township  
Empowerment Programs in the  
three townships

Distributed to: all residents in  
Buninyong, Learmonth and Miners  
Rest as well as local cafés and  
businesses

Ballarat Botanical Gardens and  
Her Majesty's Theatre



# CONSULTATION



## In 2013-14 we consulted with our community on the following:

- Ballarat Station Precinct Master Plan
- Social Housing Plan
- Road Management Plan 2013
- Sebastopol Library Review
- Dog Off-Leash Areas
- Sport and Recreation Strategy
- Reformed Residential Zones
- Broadcasting Council Meetings
- Aquatic Strategy
- Black Hill Master Plan
- Bicycle Strategy
- Draft Budget
- Making Buninyong - Engaging Communities Program
- Making Learmonth - Engaging Communities Program
- Making Miners Rest - Engaging Communities Program
- Arch of Victory/Avenue of Honour Conservation Plan
- Reconciliation Plan



### BALLARAT IMAGINE

We continued to improve the Ballarat Imagine Strategy to support our decision making – the most recent iteration is our You said, We did campaign

### COMMUNITY CONSULTATION 2013-14

We regularly consult with our community to inform our long-term plans and strategies and to ensure our programs, services and projects meet the needs of the community. Each year we seek community feedback via drop in information sessions, surveys and written submissions.

Our community reference groups and committees also provide important feedback and advice throughout the year.

**NEW**  
IN 2013-14!

# ENGAGING COMMUNITIES PROGRAM

**Our Engaging Communities Program has empowered these three communities to decide on how funding should be spent in their respective townships. This has not only benefited the townships with new infrastructure and projects, it has built capacity within these communities to further develop their townships and strengthen their resilience through strong community connections.**

**The program also attracted matching external funding of nearly \$100,000 and directed a further \$1 million of other projects into the three townships.**

Engaging Communities Program in 3 of Ballarat's rural townships:  
**Buninyong**  
**Learmonth**  
**Miners Rest**

**\$300,000**

\$100,000 for each community

**\$300,000**

allocated again in 2014-15 – based on the huge success of the program in its 1st year



Miners Rest Community Development Team meeting at the newly refurbished court in the Miners Rest Community Park playground area



Miners Rest Landcare clean-up day at Dowling Forest

Buninyong Reference Team meeting hosted by Friends of Royal Park



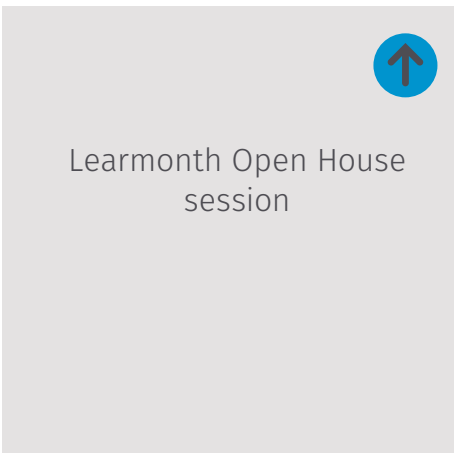
Membership of the Miners Rest and Learmonth Community Action Teams remains open to any local residents interested in getting involved. Membership of the Buninyong Reference Team has been led by community leaders to ensure balanced representation from across the town.







Miners Rest, Wendouree and Invermay CFA groups cleaning up the Miners Rest Community Park



Learmonth Open House session



Representatives from Buninyong Men's Shed accepting a cheque for \$13,819 from the Buninyong Engaging Communities Program from Peter Innes



Miners Rest Kids with a Voice (KWAV) having fun at their 'paint run' in the Miners Rest Community Park



YMCA Fun Day in the Miners Rest Community Park celebrating the opening of the refurbished court area



Before & after: Basketball Court at the Miners Rest Community Park

**COMMUNITY ACTION TEAMS**  
An enthusiastic group of volunteers from each of the three communities works with Council's Community Engagement team – it provides the opportunity for local communities to collaborate genuinely with Council to deliver positive community projects in their township.

We engaged over 40 issues

We want to build relationships over time rather than based on a single issue or one-off project.

Also a Library Outreach Van, tree planting, new signage, a youth activity space, clean-up works and community events



## A MESSAGE FROM THE MAYOR

**On behalf of my fellow Councillors I am very pleased to present this Annual Report for 2013-14. We are extremely proud of our achievements and the positive outcomes that have been delivered for our residents. In 2013-14 we embarked on the first year of delivering this Council's vision as outlined the Council Plan 2013-17. Our achievements against the Council Plan are reported on in detail throughout this document. I commend my fellow Councillors on their commitment to making strong and timely decisions and I am proud of the progress we have achieved in delivering the key projects and services needed to give the current and future residents of Ballarat the best possible lifestyle and economic opportunities.**

### DELIVERING OUR VISION

We are working to a clear plan for Ballarat to become a premier regional centre in Australia. A highlight of the year was the launch in December of the Ballarat Regional Capital Plan – A Roadmap for Transformative Jobs Growth. This Plan provides the State Government with our community's shared vision to position Ballarat as the 'Capital of Western Victoria' with a focus on key investment and infrastructure projects. It was developed using input from our community through the Ballarat Imagine process and from key regional stakeholders. This vision outlines our aspiration for Ballarat to provide a capital city experience for residents across our region, to contribute to our economic wealth and cultural breadth, and to further build a vibrant and vital city with a thriving retail, commercial, educational and cultural heart – a City that our community deserves and can be proud of.

### CREATING A STRONG AND VIBRANT COMMUNITY

**Our focus in 2013-14 was on programs and projects that build strong and vibrant communities:**

- We invested on projects that encourage and enable greater participation in healthy lifestyle activities and improve the quality of life for residents of all ages
- We established a growth fund that will help us to fund the infrastructure needs of our growing population over the next 20-30 years
- We continued to promote and support Ballarat as a destination for premier sporting, cultural and tourism events by investing in major community events. We are excited to welcome two world-class events to Ballarat in the next 12 months: the World Rowing Masters Regatta in 2014 and the Asian Cup pre-competition when Ballarat will host the Bahrain National Soccer Team thanks to Council's vision to develop the Ballarat Regional Soccer Facility as a world-class venue.
- We continued to invest in fostering a diverse arts and culture sector by supporting our major institutions such as Her Majesty's Theatre and the Art Gallery of Ballarat and by promoting public art and the live music scene across the City



## ENGAGING WITH OUR COMMUNITY

We supported grassroots community-led projects by investing significantly in our Engaging Communities Program in the townships of Buninyong, Learmonth and Miners Rest and in our Community Impact Grants Program. This supports our commitment to building connected and strong communities.

## DELIVERING A SIGNIFICANT CAPITAL PROGRAM

We invested significantly in a wide range of sporting and recreational facilities, notably first-class aquatic facilities including a new 50 metre indoor pool (due for completion in 2015) and a new neighbourhood water play facility at Midlands Reserve which attracted high community use over the summer months, as well as the Ballarat Regional Soccer Facility. We also invested in upgrades to kindergartens and neighbourhood playgrounds, additional car parking spaces, a significant program of road renewal, (particularly rural roads), additional tree planting and improvement to streetscapes.

## BEAUTIFYING OUR CITY

We invested significantly in improving the quality and character of the City by continuing a beautification program including: of the City's five major entrances and other key precincts such as Lake Wendouree, better public open spaces, more trees and new parks in growth areas such as Lucas.

## CHALLENGES

We faced the challenge of conducting an election countback process to elect a new Councillor mid-term and prepare a Councillor induction program due to the resignation of Cr John Burt OAM, former Mayor, after serving 18 months of his term. We worked with the State Election Commission to ensure the best possible outcome for our residents.

## LOOKING AHEAD

**We are committed to listening and responding to our residents. Specifically we will:**

- Provide more support for community-led projects that build stronger communities by expanding our Community Engagement Program
- Deliver a kerbside green waste collection service
- Strengthen our resolve to deliver projects and programs that improve health and wellbeing outcomes for our residents

We are determined to leave a strong legacy for future generations while respecting our unique heritage and what's already great about our City. We are excited about the opportunities for Ballarat and are ready to face the challenges ahead.

We want Ballarat to be a great city and a great community.

**Cr Joshua Morris**

Mayor



# A MESSAGE FROM THE CEO

**It is with great pleasure that I present this Annual Report which reports on the organisation's performance in 2013-14 against the Council Plan 2013-17. I am proud of the commitment of our Staff and Councillors and thank them for all of their hard work over the past 12 months in delivering the new infrastructure and key projects and services that will stimulate our city's economy, create jobs and meet the needs of our growing city. The following is a summary of our key achievements... details can be found throughout this document.**

## **STIMULATING JOB GROWTH AND A STRONGER ECONOMY**

As part of our long-term commitment to planning for growth we made significant investment in key community infrastructure across the City. Jobs and employment in Ballarat West Employment Zone (BWEZ) and the Ballarat West Growth Zone continued to flourish and during the year we were successful in attracting \$30 million in funding for this key project (BWEZ).

## **MANAGING OUR ASSETS**

We invested in a significant Asset Maintenance and Renewal Program to make sure our existing infrastructure is maintained at the best standard possible. Our focus was on the City's public buildings, monuments and street furniture, road renewal projects and particularly rural roads, drainage projects, more car parking spaces and new public toilets.

## **POSITIVE ENGAGEMENT WITH OUR COMMUNITY**

Our community told us they want to engage with us more and we listened. We are particularly proud of the success we have achieved in several areas: the development of the Ballarat Strategy which outlines our community's future vision for the City and involved a significant community engagement process; our active approach in the area of communicating with our community, especially through social media; and the significant improvement we achieved in the area of Customer Service in the Community Satisfaction Survey undertaken March 2014.

## **INNOVATIVE WASTE SOLUTIONS**

We made significant progress in the management of our waste resources as part of our commitment to a regional approach to waste management and to reducing waste to landfill: we constructed additional landfill cells; we investigated a green waste solution; and we continued to explore opportunities for a waste-to-energy facility at the Ballarat West Employment Zone.



### A HEALTHY AND VIBRANT WORKFORCE

We have worked hard to develop and deliver programs that support a healthy and vibrant workforce so that we can operate to serve the Ballarat community better.

### SUSTAINABLE FINANCIAL MANAGEMENT

We maintained a strong commitment to managing our business in a careful and responsible way to ensure that we remain in a strong financial position to manage one of regional Australia's fastest growing populations. We will balance this with significant short-term investment that will stimulate long-term growth and create greater numbers of new jobs for the residents of Ballarat.

### CHALLENGES

Our biggest challenge continued to be balancing our priorities of planning for growth by providing new infrastructure required for new suburbs and growth areas while maintaining and improving our existing \$1.5 billion of community assets.

### LOOKING AHEAD

- We will continue to work closely with the State and Federal Governments and other key stakeholders to advance key long-term projects that will support our vision – our focus over the next 12 months will be on the development of the Ballarat West Employment Zone, the Ballarat Western Link Road and the Ballarat Tech Park as well as the redevelopment of the Civic Hall, Ballarat Railway Station and Northern Precincts
- We will continue to promote Ballarat as an attractive destination for commercial investment
- We are committed to delivering an integrated waste management solution
- We will complete the Ballarat Strategy and use the findings for incorporation into the Planning Scheme
- Our community has told us that they want us to engage with them more and we will create more opportunities to do so

We are more determined than ever to seek innovative and creative ways to deliver what is needed to build a better future for Ballarat and at a higher standard than ever before. Ballarat has a bright future and we are excited about the challenges ahead.

**Anthony Schinck**  
CEO



## A MESSAGE FROM THE CFO

To achieve the strategic objectives of Council, City of Ballarat's key focus is long-term financial sustainability.

The key focus of the 2013-14 financial year has been the delivery of major projects while structuring the future of Council to maintain infrastructure and service levels to service the growing population of the City.

Council's Capital Project Program in 2013-14 included:

- 50 metre indoor pool
- Civic Hall redevelopment
- Ballarat Regional Soccer Facility development
- \$2.6 million investment in recreation
- \$12.5 million investment in road renewal
- \$4.5 million investment in kindergartens

### IN BRIEF

- Operating Expenditure: \$137 million
- Capital Works Expenditure: \$61 million
- Rates and Charges: \$75 million, (48% of total Operating Income)
- Operating Profit: \$20 million
- Cash and Investments: \$52 million
- Working Capital Ratio: 2.33
- Community Infrastructure Assets: \$1.5 billion

### FINANCIAL STRENGTH

Council's financial performance continues to remain sound and in the low to medium risk category which is a key goal in the Council Plan 2013-17. Council's rating strategy has been created and adopted with this in mind and within the parameters of the Long-Term Financial Strategy (LTFS).

Detailed information relating to Council's financial performance is reported within the Standard Statements and Financial Statements in this Annual Report. See from page 186.

Council has recognised the need to plan for the future of the City. With the requirements of infrastructure and services of the current municipality, combined with the growing requirements due to the expansion of Ballarat West, Council modified the financial strategy to cater for these needs.

A principle aim of the financial strategy was to cater for this expansion into the future. While plans are being prepared it was essential to develop a growth fund that would provide the finance to deal with future demands. It is known that the Ballarat West expansion will require a contribution by Council of \$200 million over the next 20 years. Council has factored this into the Long-Term Financial Strategy.

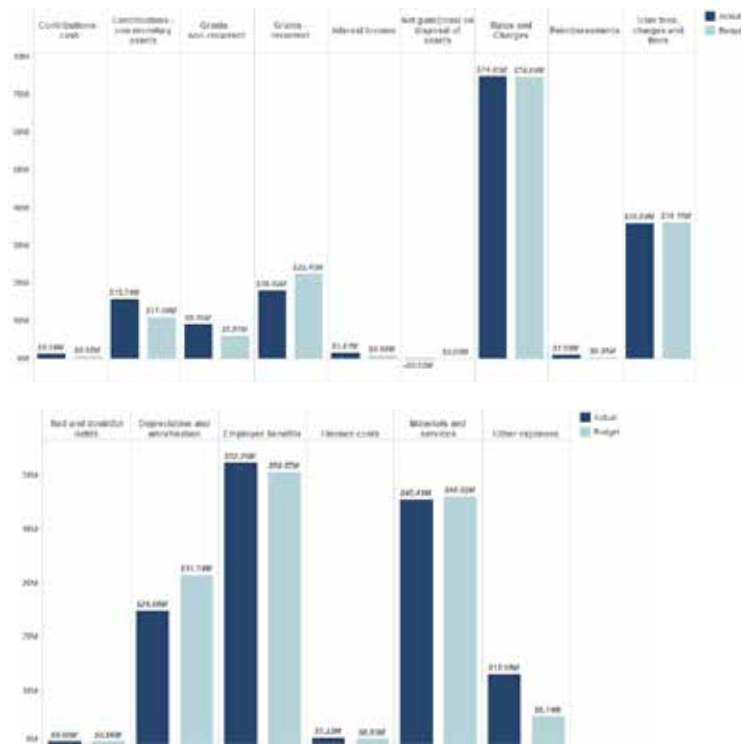
### NET OPERATING RESULT

The Net Operating Result as reported in the Financial Statements in this Annual Report is that Council achieved a profit of \$20.216 million compared to \$17.218 million in the 2013-14 Budget. The improved result is due in a major part to additional non-monetary assets received by Council.

Council's Operating Income for the year was \$5.686 million, 3.75% higher than in the 2013-14 Budget. Our Operating Expenditure recorded an increase of \$2.998 million (2%).



Figure 1 & 2: Operating Income by Income Source in 2013-14  
The graphs below show the comparison of budget verses actual each source



**CAPITAL WORKS**

In 2013-14 Council embarked on the largest capital program in many years. Including carry over funds, the total program budget was \$82.275 million.

Figure 3: Capital Expenditure by Operational Unit in 2013-14

The table below shows our key infrastructure projects such as \$17 million for aquatic projects (including the 50 metre indoor heated pool), \$8 million for the Civic Hall redevelopment and \$16 million for roads. A list of capital projects delivered in 2013-14 can be found from page 18.

BUSINESS UNIT	BUDGET (\$'000s)	ACTUAL (\$'000s)
Art Gallery of Ballarat	0	246
Arts & Culture	100	137
City Service	3,311	3,899
Community Amenity	80	49
Community Care & Access	50	66
Customer Service	0	2
Facilities	1,915	2,082
Family & Children's Services	0	5
Fleet Management	6,374	3,272
Growth & Development	11,000	15,490
Her Majesty's Theatre	130	122
Information Services	1,480	1,438
Infrastructure Design & Delivery	14,728	16,532
Learning & Diversity	995	1,054
Major Projects	39,244	14,541
Property Management	0	60
Recreation	2,868	2,483
<b>TOTAL</b>	<b>82,275</b>	<b>61,478</b>

**CASH FLOW**

Council continues to hold an appropriate level of cash to ensure that liquidity remains strong and in line with the adopted financial position. A core pillar of our Long-Term Financial Strategy is to ensure that we have sufficient funds each year to meet all of our obligations and to be able to deliver all essential capital projects and services within the appropriate time frame.

Council's cash and investments levels increased to \$51.949 million in 2014 from \$29.748 million in 2013. The increase in Cash Holdings was primarily due to taking up a \$25 million loan for essential capital work projects in December 2013. Although the projects were not scheduled to be completed during the 2013-14 financial year, the economic climate at the time made it favourable to raise the full loan amount at that time.

**FUTURE PLANNING**

City of Ballarat is currently experiencing a period of strong growth. This is reported at 2.1% which will place many demands on Council for funding new and emerging infrastructure associated with growth. The current economic conditions in the City mean that precise planning must occur regarding the allocation of resources. This will be achieved through the preparation of the Council Plan and, ultimately, delivery of key objectives and projects within the Plan.

The Long-Term Financial Strategy expresses the Strategic Objectives of the Council Plan 2013-17 in financial terms. This strategy shows Council's commitment for the next 10 years and, combined with the Rating Strategy, will give Council the information required for sound financial planning and decision making based on these objectives.

Council's financial position is sound and remains in the low to medium risk category as outlined in the Council Plan 2013-17.

**KEY FOCUS – STRATEGIC GOALS**

Council's strategic financial goal is planning for growth in a sustainable way while maintaining present and proposed assets.

**Glenn Kallio**  
Chief Financial Officer

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# OUR COUNCIL





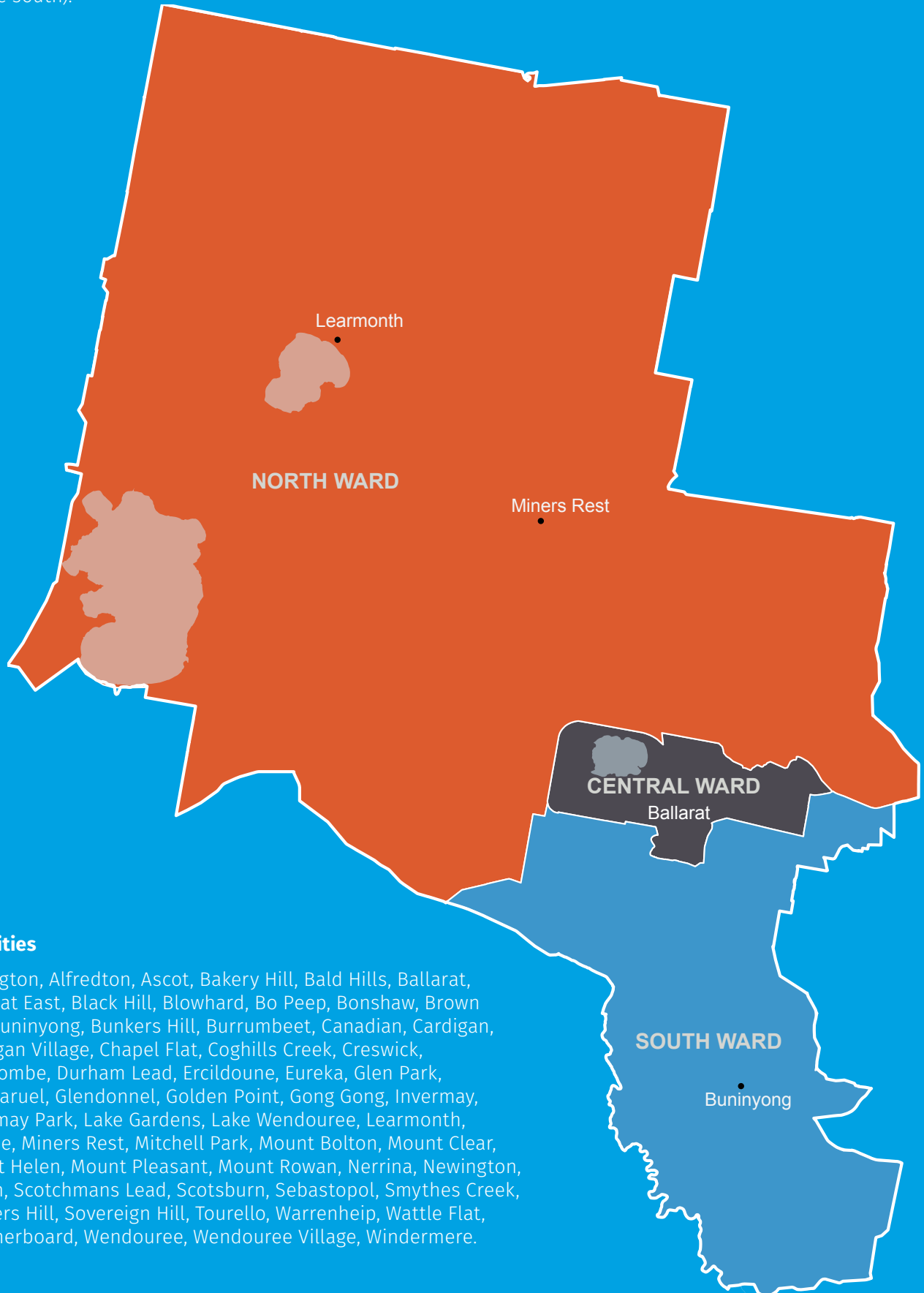
**Our Council is responsible for setting the strategic direction for the municipality and for the stewardship and corporate governance of the organisation.**



# WARD MAP

## MUNICIPALITY

The City of Ballarat municipality covers an area of 740 square kilometres and includes the outlying townships of Buninyong, Miners Rest, Learmonth and Cardigan Village. It is part of an area of land under the traditional custodianship of the Wadawurrung and Dja Dja Wurrung people and is bound by the surrounding municipalities of Hepburn Shire (to the north), Moorabool Shire (to the east), Pyrenees Shire (to the west) and Golden Plains Shire (to the south).



## Localities

Addington, Alfredton, Ascot, Bakery Hill, Bald Hills, Ballarat, Ballarat East, Black Hill, Blowhard, Bo Peep, Bonshaw, Brown Hill, Buninyong, Bunkers Hill, Burrumbeet, Canadian, Cardigan, Cardigan Village, Chapel Flat, Coghills Creek, Creswick, Delacombe, Durham Lead, Ercildoune, Eureka, Glen Park, Glendaruel, Glendonnell, Golden Point, Gong Gong, Invermay, Invermay Park, Lake Gardens, Lake Wendouree, Learmonth, Magpie, Miners Rest, Mitchell Park, Mount Bolton, Mount Clear, Mount Helen, Mount Pleasant, Mount Rowan, Nerrina, Newington, Redan, Scotchmans Lead, Scotsburn, Sebastopol, Smythes Creek, Soldiers Hill, Sovereign Hill, Tourello, Warrenheip, Wattle Flat, Weatherboard, Wendouree, Wendouree Village, Windermere.

# OUR COUNCIL

## OUR STRATEGIC PURPOSE

Leading sustainable growth, strengthening our community and respecting our heritage.

## OUR STATEMENT OF INTENT

We will achieve our goals by adhering to these principles:

Demonstrate clear, decisive, and consistent direction

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

The municipality of Ballarat is divided into three wards: North Ward, Central Ward and South Ward. **Each Ward is represented by three Councillors.** The current group of Councillors was first elected to Council on 27 October 2012 for a four-year term



## MAYORS 2013-14

### MAYOR CR JOSHUA MORRIS

Cr Morris was elected Mayor by his Councillor colleagues in November 2013.

### MAYOR CR JOHN BURT OAM

On behalf of the Ballarat community we thank outgoing Cr Burt for his commitment, time and dedication during his term as Mayor from November 2012 to November 2013.

Mayor Burt showed strong leadership as the Council shaped a brave and bold vision for

Ballarat's future during the first year of the new Council's term. He will be remembered for creating a strong foundation for a promising future for the City and for handling the responsibility of Mayor with great skill and diplomacy.

*Cr Burt was elected Mayor by his Councillor colleagues in November 2012 and served a full one-year term as Mayor. He resigned from Council in May 2014.*



# OUR COUNCILLORS

## COUNCILLORS PROFILES - SOUTH WARD



### CR JOSHUA MORRIS MAYOR

**Portfolio:** Growth & Development

**First elected:** November 2012 – South Ward

**Elected Mayor:** November 2013

**E:** joshuamorris@ballarat.vic.gov.au

**T:** 5320 5528

*FOCUS: I am firmly committed to the people of the City of Ballarat and working to make Ballarat an even better place to live. As the Capital of Western Victoria, Ballarat is in the enviable position of experiencing significant population growth and exciting development in both economic and cultural terms. I am excited about our future as a City and the great potential we are now fulfilling.*

#### HIGHLIGHTS 2013-14

1. Working towards the commencement of the Ballarat West Employment Zone following an extended period of careful planning and strategic lobbying
2. Working towards activation of the CBD and specifically the announcement of a government department relocation to Ballarat
3. Making a commitment to kerbside green waste collection in response to community feedback

Cr Morris has a passion for learning. He has been a teacher for seven years and is currently on leave from his teaching position to commit fully to the mayoral role. He is also a Council Member of the Regional Advisory Council to the Multicultural Commission and a Board Director for Committee for Ballarat and the Museum of Australian Democracy at Eureka (M.A.D.E.).



### CR DES HUDSON DEPUTY MAYOR

**Portfolio:** People & Communities

**First elected:** March 2002 – Sebastopol Ward

**Elected Deputy Mayor:** November 2013

**E:** deshudson@ballarat.vic.gov.au

**T:** 0409 865 093

*FOCUS: I am passionate about supporting the growth of Ballarat and actively involved in the development of a long-term vision for the City including the adequate provision of first-class regional recreational facilities. I am passionate about community safety and committed to ensuring that Ballarat is a safe place to live.*

#### HIGHLIGHTS 2013-14

1. Championing the concept of a regional aquatics facility including a 50 metre indoor pool
2. Working towards the completion of the Ballarat Regional Soccer Facility – a facility that can host A League matches
3. Working with the community on responsible gambling and community safety

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



### CR PETER INNES

**Portfolio:** Destination & Economy

**First elected:** 2002 to 2008 – Buninyong Ward

**Re-elected:** November 2012 – South Ward

**E:** peterinnes@ballarat.vic.gov.au

**T:** 0407 539 683

*FOCUS: I am passionate about representing the South Ward and particularly the residents in the township of Buninyong. Ballarat is the gateway to Western Victoria and I am confident that Ballarat will develop to become the Capital of Western Victoria with all of the benefits of a major capital city. I am proud to have championed the Township Empowerment Program for Buninyong that has delivered significant benefits to the town including the development of a recreation space and the establishment of the Buninyong Men's Shed. I feel grateful to be able contribute to the strong sense of community that exists in Buninyong.*

#### HIGHLIGHTS 2013-14

1. Championing the Township Empowerment for Buninyong
2. Attracting and delivering significant tourism activities for Ballarat, particularly cycling events in Buninyong
3. Actively promoting Ballarat as a Major Event Destination

Cr Innes has an extensive background in education and the public service and currently runs the highly successful, award-winning 'Link-Up' program for young mums.

## COUNCILLORS PROFILES - CENTRAL WARD



### CR JOHN BURT OAM

**Portfolio:** Growth & Development

**First elected:** November 2012 – Central Ward

**Elected Mayor:** November 2012 to November 2013

**Resigned from Council:** May 2014

*FOCUS: I am passionate about Ballarat and I want it to be the most liveable city in regional Australia. My focus as Mayor, and I know it is a vision shared by my Councillor colleagues, is to make the best decisions that will make the biggest difference to our great City in the short, medium and long-term.*

#### HIGHLIGHTS 2013-14

1. Championing the concept of a regional aquatics facility including a 50 metre indoor pool
2. Leading the development of the Ballarat Strategy which will ultimately shape the City for the next 20 years
3. Promoting Ballarat as an active city

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



### CR SAMANTHA MCINTOSH

**Portfolio:** Destination & Economy

**First elected:** December 2008 – Central Ward

**Re-elected:** November 2012 – Central Ward

**E:** samanthamcintosh@ballarat.vic.gov.au

**T:** 0458 004 880

*FOCUS: I am dedicated to serving my community. I am committed to seeking economic opportunities for our City and am a passionate advocate for preserving our heritage across the City and a proud supporter of tourism and cultural events and institutions.*

#### HIGHLIGHTS 2013-14

1. Working with the Heritage Advisory Committee on preserving our heritage
2. Actively contributing to the development of Ballarat Airport which will significantly enhance our region's ability to contribute economically to other regions, the state and the nation – in particular in the area of emergency services and response
3. Attracting major events to Ballarat and seeing an increase in visitation numbers as a result

Cr McIntosh is a successful local real estate agent. She previously worked as a registered nurse and has owned and managed tourism, hospitality and health support venues in Ballarat over the past 23 years. She takes an active interest in the City's historical assets and is a strong champion of heritage issues.



### CR BELINDA COATES

**Portfolio:** People & Communities

**First elected:** November 2012 – Central Ward

**E:** belindacoates@ballarat.vic.gov.au

**T:** 0417 456 513

*FOCUS: "I'm passionate about community engagement and participation and bring a wealth of experience in the areas of social inclusion, environmental sustainability and health & wellbeing. I've been working hard to ensure that all decisions of Council consider social, health, cultural, and environmental issues as well as economic and financial factors. Some of my key priorities include: ensuring accessible and high quality services across the lifespan; reducing costs through energy efficiency and reducing waste; protecting and enhancing open space and heritage; ensuring Ethical and transparent governance - encouraging creativity and innovation.*

#### HIGHLIGHTS 2013-14

1. Chairing the Child Friendly Ballarat and Disability Advisory Committees; co-chairing the Koorie Engagement Action Group
2. Gaining commitment towards Active and Sustainable Transport initiatives
3. Working towards enhanced community participation and engagement

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

- Bachelor of Social Work, The University of Melbourne
- Graduation Diploma of Advanced Counselling/Psychotherapy, University of Ballarat/Federation University Australia
- Graduate Australian Institute of Company Directors (GAICD)



## COUNCILLORS PROFILES - NORTH WARD



### CR VICKI COLTMAN

**Portfolio:** Growth & Development

**First elected:** November 2012 – North Ward

**E:** vickicoltman@ballarat.vic.gov.au

**T:** 0418 357 712

*FOCUS: I am committed to streamlining planning systems and attracting capital investment to our City that will deliver vital infrastructure to support Ballarat's rapid growth without losing its liveability and unique heritage character.*

#### HIGHLIGHTS 2013-14

1. Maintaining a focus on delivering trees, bus shelters and other vital infrastructure to significantly reduce the long backlog
2. Applying continued pressure to reduce operating costs across the organisation that will minimise rate rises
3. Supporting residents and developers to find real and achievable solutions to complex planning issues

Cr Coltman has a passion for Ballarat and its great people and community. A graduate of the Australian Institute of Company Directors (AICD), she uses her business and leadership skills to mentor and support local business and community organisations, including Headspace Ballarat and the Art Gallery of Ballarat. In her role as the Ballarat Municipal Association of Victoria (MAV delegate), Cr Coltman represents Council across Australia in Local Government forums and policy discussions.



### CR AMY JOHNSON

**Portfolio:** Destination & Economy

**First elected:** November 2012 - North Ward

**E:** amyjohnson@ballarat.vic.gov.au

**T:** 0407 539 683

*FOCUS: I am a passionate advocate for Ballarat's business community. I support tourism within the City and acknowledge the significant financial and cultural benefits that tourism brings to our region. I care strongly about the environment and have advocated for innovative solutions for the City's waste management and energy efficient lighting.*

#### HIGHLIGHTS 2013-14

1. Actively contributing to the development of the Ballarat Strategy as a member of the Steering Committee
2. Recommending a community participation process to find a solution for Civic Hall
3. Contributing to the implementation of a lighting trial around Lake Wendouree

Cr Johnson is a qualified health promotion practitioner and is currently employed as a Prison Officer with Corrections Victoria. She actively supports business and tourism in Ballarat and is a member of the Commerce Ballarat and Ballarat Regional Tourism Boards. Cr Johnson is Ballarat's youngest-ever female Councillor.



### CR JOHN PHILIPS

**Portfolio:** People & Communities

**First elected:** March 2008 – Learmonth Ward

**Re-elected:** December 2008 & November

2012 – North Ward

**E:** johnphilips@ballarat.vic.gov.au

**T:** 0417 388 706

*FOCUS: I believe that we need to plan for sustainable growth that meets the needs of our fast growing population. In particular we need to improve roads and transport connections, particularly in the rural areas. We must make sure that the communication of information between Council and ratepayers meets the needs of our residents. Finally, I believe we need to make every endeavour to minimise rate increases and maximise financial accountability.*

#### HIGHLIGHTS 2013-14

1. Delivering improvements in the communities of Miners Rest, Learmonth and Cardigan Village including new and upgraded sport, recreational and walking facilities and tree planting.
2. Delivering the first new free aquatic play facility installed in Ballarat and the improvements at Midlands Reserve.
3. The development of the new suburb of Lucas with its wide range of health, community and retail services for the communities in Ballarat's West.

Cr Philips is involved in many community groups in the Cardigan Village, Miners Rest and Learmonth communities including the Country Fire Authority, the Victorian Farmers Federation, Landcare, the Ballarat Chinese Community and as an OH&S adviser. He is a car enthusiast and passionate about motorsports. Cr Philips is a licensed plumber, gas fitter, farmer and business OH&S advisor.

# COUNCILLOR PORTFOLIO STRUCTURE



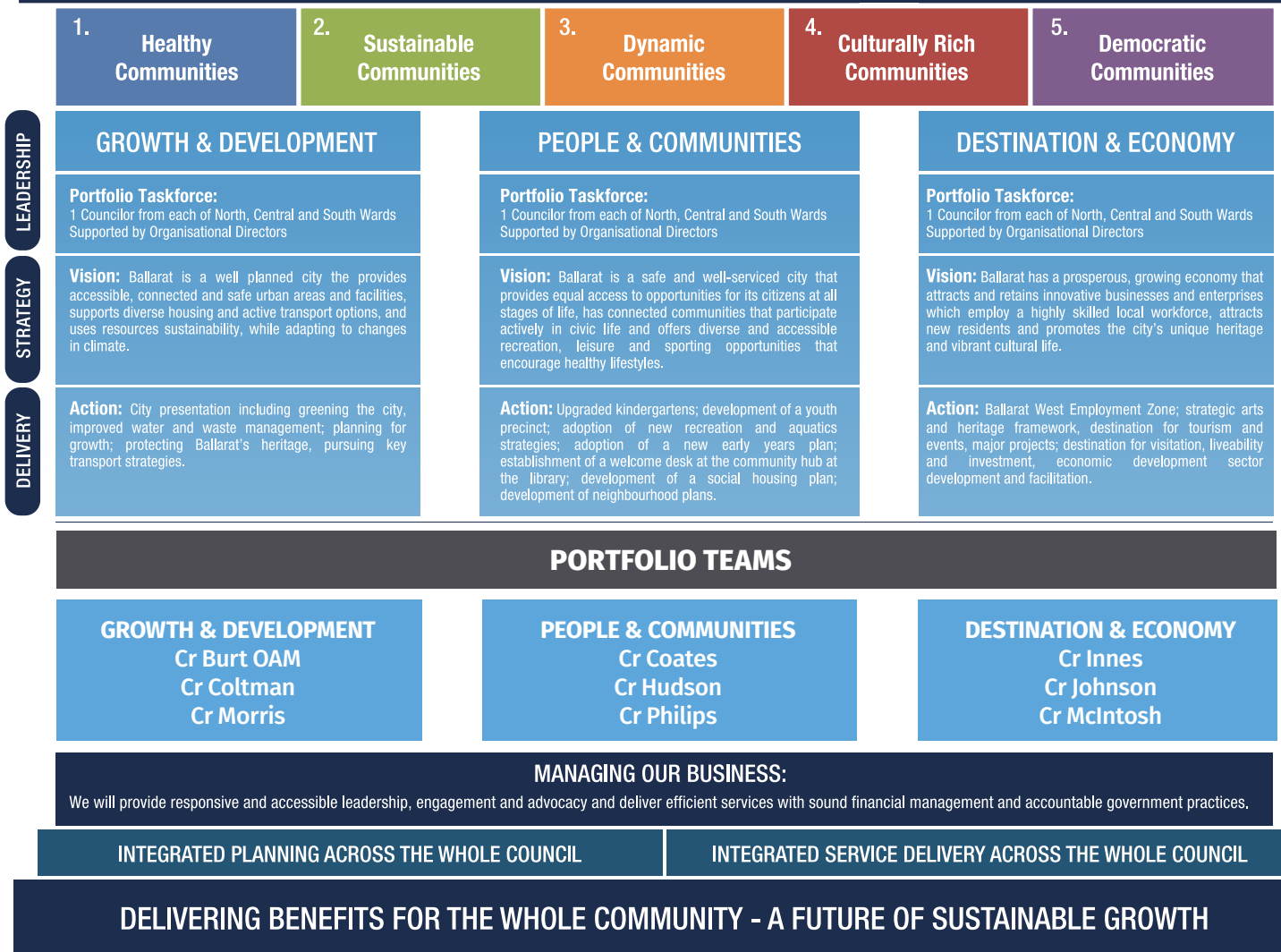
**Our portfolio structure aligns each Councillor's strengths and expertise with the major functions of Council as identified in our Council Plan 2013-17, *Leading sustainable growth, strengthening our community and respecting our heritage.***





# COUNCIL STRUCTURE

## INTEGRATED COUNCIL PLAN & COMMUNITY HEALTH & WELLBEING PLAN



# COUNCIL MEETINGS

## COUNCILLOR ATTENDANCE

	ORDINARY MEETINGS OF COUNCIL	SPECIAL COUNCIL MEETINGS	APOLOGY/ LEAVE OF ABSENCE	TOTAL MEETINGS ATTENDED
Cr Burt OAM	18	1	0	19*
Cr Coates	22	2	0	24
Cr Coltman	21	2	1	23
Cr Hudson	22	2	0	24
Cr Innes	21	2	1	23
Cr Johnson	21	2	1	23
Cr Morris	20	2	2	22
Cr McIntosh	20	2	2	22
Cr Philips	22	2	0	24

\*Cr Burt resigned from Council in May 2014

### In 2013-14

- 22 Ordinary Meetings of Council were held on the 2nd and 4th Wednesday of the month
- 2 Special Council Meetings were held:
  - 19 November 2013: Statutory meeting
  - 18 June 2014: to hear Council Plan submissions



# COUNCILLOR REPRESENTATION

GROUPS & ORGANISATIONS (not established as Advisory or S86 Committees)

ORGANISATION	WARD	PORTFOLIO TEAM	COUNCILLOR REPRESENTATIVE	FREQUENCY OF MEETINGS	COUNCIL OFFICER REPRESENTATIVE
<b>Arch of Victory/Avenue of Honour Advisory Committee</b>	North Ward	Growth & Development	Cr Crompton, Cr Phillips	Quarterly	Infrastructure Design & Delivery Manager
<b>Art Gallery of Ballarat Board</b>		Destination & Economy	Cr Coltman	Monthly	General Manager City Strategy
<b>Australian Local Government Women's Association (ALGWA)</b>			Cr Coates	Events & Annual Conference	
<b>Ballarat ICT</b>		Destination & Economy	Cr Coltman		General Manager City Strategy
<b>Ballarat Regional Tourism Board</b>		Destination & Economy	Cr Johnson	Monthly	General Manager City Strategy
<b>Castlemaine (Mine) Environmental Advisory Committee</b>		Growth & Development	Cr Innes (backup Cr Morris)	Quarterly	Representative Planning Department
<b>Central Highlands Mayors &amp; CEOs Forum</b>			Mayor of the Day Cr Morris (backup Cr Hudson)	Bi-monthly	Chief Executive Officer
<b>Commerce Ballarat</b>		Destination & Economy	Cr Johnson	Monthly	General Manager City Strategy
<b>Committee for Ballarat</b>			Mayor of the Day Cr Morris	Bi-monthly	Chief Executive Officer OR General Manager City Infrastructure
<b>Highlands Regional Waste Management Group</b>		Growth & Development	Cr Coates Cr Crompton	Bi-monthly	Manager Planning Strategy & Design
<b>Local Learning Education Network</b>		People & Communities	Cr Hudson (backup Cr Innes)		Community Engagement Manager
<b>Major Sports &amp; Entertainment Precinct Consortium Group</b>		Destination & Economy	Cr Innes, Cr Morris Cr Phillips		Chief Executive Officer General Manager City Strategy
<b>Municipal Association of Victoria (MAV)</b>			Cr Coltman	State Council & Annual Conference	Chief Executive Officer
<b>MAV Rural South Central Region Group</b>			Cr Coltman	Quarterly (started Feb 2013)	Chief Executive Officer
<b>Museum of Australian Democracy at Eureka (M.A.D.E.)</b>		Destination & Economy	Cr Morris		General Manager City Strategy
<b>Regional Cities Group</b>			Mayor of the Day Cr Morris (backup Cr Hudson)	Bi-monthly	Chief Executive Officer
<b>Regional Rail Link Community Reference Group</b>		Growth & Development Destination & Economy	Cr Coltman (backup Cr Coates)	Monthly	General Manager City Infrastructure General Manager City Strategy
<b>Responsible Gaming Committee</b>		People & Communities	Cr Hudson (backup Cr Coates)		Community Engagement Manager
<b>Victorian Employers Chamber of Commerce &amp; Industry (VECCI)</b>		Destination & Economy	Cr Morris		General Manager City Strategy
<b>Victorian Local Governance Association (VLGA)</b>			Cr Coates	End of Year & Ad Hoc Events, Annual Conference	Chief Executive Officer

AUDIT ADVISORY COMMITTEE (see page 175 also)

COMMITTEE	COUNCILLOR REPRESENTATIVE	FREQUENCY OF MEETINGS	COUNCIL OFFICER REPS	COMMITTEE MEMBERS
<b>Audit &amp; Governance Advisory Committee</b>	Mayor of the Day (Cr Morris) Cr Coates, Cr Coltman	Quarterly	Chief Executive Officer Chief Financial Officer	4 Independent Community Representatives

## SECTION 86 'SPECIAL' COMMITTEES

COMMITTEE	WARD	PORTFOLIO TEAM	COUNCILLOR REPRESENTATIVE	INDEPENDENT COMMUNITY REPRESENTATIVE	FREQUENCY OF MEETINGS	LEAD COUNCIL OFFICER
<b>Ballarat Friends of Ainara Community Special Committee</b>		People & Communities	Cr Hudson (backup Cr Coates)	10 Community Representatives	Monthly	Cultural Partnerships Officer
<b>CEO Performance Review Special Committee</b>			All Councillors	Nil	As required	Chief Financial Officer
<b>Community Impact Special Committee</b>		People & Communities	Cr Coates, Cr Hudson, Cr Philips	4 Community Representatives	Monthly	General Manager People & Communities Community Engagement Manager
<b>Contracts Approval Special Committee</b>		Growth & Development	Cr Crompton, Cr Coltman, Cr Morris	Nil	Weekly	Chief Financial Officer
<b>Her Majesty's Theatre Board Special Committee</b>		Destination & Economy	Cr McIntosh	8 Community Representatives	6-weekly	General Manager City Strategy
<b>Invermay Recreation Reserve Special Committee</b>	North Ward	Growth & Development	Cr Coltman (backup North Ward Cr)	7 Community Representatives	Bi-monthly	Sports & Recreation Manager

## COMMITTEES ESTABLISHED UNDER OTHER ACTS

COMMITTEE	PORTFOLIO TEAM	COUNCIL OFFICER	FREQUENCY OF MEETINGS	COUNCIL OFFICER
<b>Ballarat West Town Common</b>	Growth & Development	All Councillors (as Trustees)	As needed	Property Services Manager
<b>Coghills Creek / Glendaruel Cemetery</b>	Growth & Development	All Councillors (as Trustees)	As needed	Property Services Manager
<b>Learmonth Cemetery</b>	Growth & Development	All Councillors (as Trustees)	As needed	Property Services Manager
<b>Municipal Emergency Management Planning Committee</b>	People & Communities	Cr Philips (backup Cr Coates)	Twice a year	General Manager City Strategy
<b>Municipal Fire Management Planning Committee</b>	People & Communities	Cr Philips (backup Cr Coates)	Min quarterly	Municipal Emergency Manager Municipal Fire Prevention Officer

## ADVISORY COMMITTEES CREATED BY COUNCIL (defined as Assemblies of Council under the Local Government Act)

COMMITTEE	WARD	PORTFOLIO	COUNCILLOR REPRESENTATIVE	FREQUENCY OF MEETINGS	COUNCIL OFFICER
<b>Airport Advisory Committee</b>	North Ward	Growth & Development	Cr McIntosh Cr Philips	Bi-monthly	Airport Manager Property Services Manager Economic Development Manager
<b>Ascot Hall Committee</b>	North Ward	People & Communities	Cr Johnson	As needed	Community Engagement Manager
<b>Ballarat Aquatic Centre Committee*</b>		People & Communities	Cr Hudson (backup Cr Philips)	Quarterly	Sport & Recreation Manager
<b>Ballarat Heritage Advisory Committee</b>		Growth & Development	Cr McIntosh	Bi-monthly	General Manager City Strategy Manager Planning Strategy & Design Heritage Coordinator

\*Committee halted April 2014 and replaced by Control Group for the 50m Pool Project – will recommence after the pool project is completed

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

PORTFOLIO	COUNCILLOR REPRESENTATIVE	LEAD DIRECTORS
<b>Growth &amp; Development</b>	Cr Crompton, Cr Coltman & Cr Morris	General Manager City Infrastructure, General Manager City Strategy
<b>Destination &amp; Economy</b>	Cr Innes, Cr Johnson & Cr McIntosh	General Manager City Strategy
<b>People &amp; Communities</b>	Cr Coates, Cr Hudson & Cr Philips	General Manager People & Communities, General Manager City Infrastructure
<b>Finance</b>	Cr Coltman, Cr Hudson & Cr Innes	Chief Financial Officer



## ADVISORY COMMITTEES CREATED BY COUNCIL (defined as Assemblies of Council under the Local Government Act)

COMMITTEE	WARD	PORTFOLIO	COUNCILLOR REPRESENTATIVE	FREQUENCY OF MEETINGS	COUNCIL OFFICER
<b>Ballarat Livestock Selling Centre Advisory Committee</b>		Destination & Economy	Cr Philips, Cr Coltman		Project Manager
<b>Ballarat Municipal Observatory Advisory Committee</b>		Growth & Development	Cr Hudson	Bi-monthly	Community Engagement Manager OR Property Services Manager
<b>Ballarat Strategy Steering Committee</b>		Growth & Development	Mayor of the Day – Cr Morris, Cr Coltman Cr Johnson, Cr Philips		Chief Executive Officer General Manager City Strategy
<b>Ballarat West Structure Plan Advisory Committee</b>		Growth & Development	Cr Morris	Quarterly	Chief Executive Officer, General Manager City Infrastructure, General Manager People & Communities, General Manager City Strategy & Manager Planning Strategy & Design
<b>Brown Hill Hall Committee</b>	North Ward	People & Communities	Cr Coltman	Quarterly	Community Engagement Manager
<b>Buninyong Community Hall Committee</b>	South Ward	People & Communities	Cr Innes	As needed	Community Engagement Manager
<b>Burrumbeet Soldiers Memorial Hall Committee</b>	North Ward	People & Communities	Cr Philips	Monthly	Community Engagement Manager
<b>Child Friendly Ballarat Advisory Committee</b>		People & Communities	Cr Coates (backup Cr Hudson)	Monthly	Family & Children's Services Manager
<b>Community Safety Committee</b>		People & Communities	Cr Hudson (backup Cr Coates)	Bi-monthly	General Manager People & Communities
<b>Disability Advisory Committee</b>		People & Communities	Cr Coates	Bi-Monthly	Rural Access Coordinator
<b>Eureka Commemorative Advisory Committee</b>	South Ward	Destination & Economy	Mayor of the Day – Cr Morris	Monthly	Arts & Culture Manager
<b>Intercultural Advisory Committee</b>		People & Communities	Cr Philips (backup Cr Coates)	Quarterly	Cultural Partnerships Officer
<b>Koorie Engagement Action Group Advisory Committee</b>		People & Communities	Cr Coates (backup Cr Hudson)	Monthly	General Manager People & Communities
<b>Lake Learmonth Advisory Committee</b>	North Ward	Growth & Development	Cr Coltman (backup Cr Philips)	Bi-monthly	Lakes Management & Events Officer
<b>Lake Wendouree &amp; Gardens Advisory Committee</b>	Central Ward	Growth & Development	Cr Crompton, Cr McIntosh	Bi-monthly	Curator Parks & Nursery
<b>Miners Rest Hall Advisory Committee</b>	North Ward	People & Communities	Cr Philips	Quarterly	Community Engagement Manager
<b>Mt Buninyong Reserve Advisory Committee</b>	South Ward	Growth & Development	Cr Innes (backup Cr Morris)	Twice a year	Project Manager
<b>Positive Ageing Advisory Committee</b>		People & Communities	Cr Philips	Bi-monthly	Positive Ageing Development Officer
<b>Public Art Advisory Committee</b>		Destination & Economy	Cr Hudson, Cr Innes, Cr Morris	Quarterly	Arts & Culture Coordinator Public Art Coordinator
<b>Regional Soccer Facility Advisory Committee</b>		People & Communities	Cr Hudson, Cr Morris		Sport & Recreation Manager
<b>Road Safety Advisory Committee</b>		Growth & Development	Cr Hudson (backup Cr Morris)	Bi-monthly	Infrastructure Design & Delivery Manager, Traffic Management Team Leader
<b>Sebastopol RSL Hall Advisory Committee</b>	South Ward	People & Communities	Cr Hudson (backup Cr Innes)	Monthly	Community Engagement Manager
<b>Water Resources Committee</b>		Growth & Development	Cr Philips (backup Cr Coates)	Bi-monthly	Strategic Waste Officer Manager Planning Strategy & Design
<b>Western Highway Action Group</b>		Growth & Development	Cr Coltman, Cr Philips	Bi-monthly	Infrastructure Design & Delivery Manager

# OUR YOUTH COUNCIL

**Since it started in 1999 more than 220 young people have been part of this great community program over the past 15 years.**

Our new Youth Council was appointed in February 2014 and members can serve up to a two-year term. The group meets fortnightly and is supported by the Youth Services Team.

**Our Youth Council is a passionate group of 12 to 25-year-olds who have made a commitment to representing the views, ideas and needs of young people in our community.**

## New in 2013-14

We introduced a very **structured program** that supports the development of leadership and advocacy skills and aims to better engage our Youth Councillors in Council structures and processes with potential for their input into Council's decision making in planning Ballarat's future. This program features 3 groups of Youth Councillors aligned to portfolios and Council General Managers.

The program also provides young people with the opportunity to gain a greater understanding and awareness of local issues in Ballarat.



# YOUTH COUNCIL 2014



**Jessica Tilley, 20**

St Vincent De Paul

**FOCUS:** I intend to give youth a voice that they may not have, and use that to inspire and impact on others.



**Robert Prydderch, 22**

Diploma of Community Services

**FOCUS:** As a Youth Councillor, I would see the negative stigma of youth changed positively by engaging young people motivated to do the same for the City of Ballarat.



**Darcy Mahady, 17**

St Patrick's College

**FOCUS:** I intend to make Ballarat a more entertaining place for my peers.



**Kaysha Seamons, 22**

Student/Stay at home mum

**FOCUS:** Giving feedback and suggestions. Being positive and helpful. Being part of the community as well as being part of a great team.



**Maddison Stepnell, 17**

Ballarat Secondary College – Barkly Campus

**FOCUS:** By changing the reputation of youth in Ballarat, communicating their needs/wants to make Ballarat better for the future.



**Sorrel Gillard, 16**

Mount Clear College

**FOCUS:** Helping to improve the voice of youth in Ballarat as well as helping to change the stereotype of youth.



**Brooke Forrest, 19**

Federation University

**FOCUS:** By communicating youth needs to adults.



**Alex Martino, 18**

St Patrick's College/  
Unicorn Café/Voice FM

**FOCUS:** To voice my opinion regarding local issues to improve the City of Ballarat, with a specific interest in local music and events.



**Callum Smail, 14**

St Patrick's College

**FOCUS:** By changing the stigma of the youth in Ballarat and giving them a better name so they can be seen as a positive part of Ballarat.



**Robert James, 23**

Federation University,  
Bachelor of Arts

**FOCUS:** Bringing my positive attitude and my thoughts and ideas surrounding our community to the group to look at and discuss.



**Jamie Leontic, 21**

DJ/Producer

**FOCUS:** Bring more ideas to Ballarat, and change what needs to be changed



**Lamourette Folley, 17**

Phoenix P-12 Community College/KFC

**FOCUS:** To make Ballarat a better place and a useful place for everyone. Share my ideas to make our youth more happy and respectful.



**Renae Skirka, 20**

Federation University  
Australia: Bachelor of  
Commerce/Bachelor of  
Management

**FOCUS:** I wish to be a voice for my fellow peers and friends...I also want to be a role model for the youth of Ballarat, and show them that dreams and aspirations are achievable.



**Bradley DeVries, 17**

St Patrick's College

**FOCUS:** I hope to make a positive impact through idea generation and transformation.

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# OUR PEOPLE



# ORGANISATIONAL STRUCTURE

**Our organisation is structured to support delivering the goals set out in the Council Plan 2013-17.**

We review our structure regularly to make sure we operate as efficiently as possible and that we can best meet the needs of our community needs.

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

## FAST FACTS



The vast majority of our employees are residents of the municipality



Over a third have worked here for over 10 years



As a major employer in the region, 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 employees who deliver high quality services to the community

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

Employee benefits are numerous and include:

- Family friendly arrangements
- Leave entitlements: including paid parental leave, adoption leave and study assistance
- A number of wellbeing services: including physiotherapy, fitness classes and discounted gym memberships

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

## Leadership Team

Our Leadership Team consists of:

- **The Chief Executive Officer**
- **Three General Managers**  
(City Infrastructure, People & Communities, City Strategy)
- **Two Chief Officers**  
(Finance, Information)
- **Three Specialists**  
(Major Projects, Policy, Culture)

## Anthony Schinck Chief Executive Officer

**Cameron Duthie**  
Policy & Projects Strategist

**Garry Davis**  
People, Culture & Performance Specialist

### Eric Braslis General Manager City Infrastructure

**Ross Cowie**  
Manager Infrastructure Development & Delivery

**Steven Van Orsouw**  
Manager City Services

**Chris Hutton**  
Manager Facilities

**Darren Sadler**  
Manager Property Services

**Lukas Carey**  
Manager Sport & Recreation

**Joseph Spiteri**  
Manager Community Amenity

### Natalie Reiter General Manager City Strategy

**Deon Van Baalen**  
Manager Planning Strategy

**Sean Cameron**  
Manager Economic Development

**Hamish Lampp**  
Manager Statutory Planning

**Jeff Johnson**  
Manager Community Events

**Daniel Henderson**  
Manager Arts & Culture

**Gordon Morrison**  
Director Art Gallery of Ballarat

**Graeme Russell**  
Theatre Manager Her Majesty's Theatre

### Neville Ivey General Manager People & Communities

**Jenny Fink**  
Manager Learning & Diversity

**Rosemarie Calvert**  
Manager Family & Children's Services

**Ann Pitt**  
Manager, Community Care & Access

**Peter Appleton**  
Manager Community Engagement

**Bill Cook**  
Municipal Emergency Management

### Annie De Jong Chief Information Officer

**Rhett Nunn**  
Acting Manager ICT

**Peter Gervasoni**  
Manager Risk

**Toni Hewett**  
Executive Assistant Mayor & Councillors

**Melanie Harrison**  
Senior Administration Officer Governance

**Michael Risely**  
Team Leader Customer Service

### Glenn Kallio Chief Financial Officer

**Stephen Bigarelli**  
Manager Accounting Services

**Rod Leith**  
Manager Financial Operations

**Kevin Hamm**  
Manager Fleet

**Cameron Montgomery**  
Manager Safety

**Jo Grainger**  
Manager Human Resources

### Jeff Pulford Major Projects Delivery & Communications

**Mark Powell**  
Manager Major Projects

# OUR ORGANISATIONAL DIVISIONS

**All of our divisions and operational areas provide a comprehensive framework for the organisation to deliver the strategic goal of the elected Council as outlined in the Council Plan 2013-17.**

## CEO POLICY & SUPPORT

We provide executive support, policy strategies for the whole organisation, delivery of major projects, coordination of all media and communication and organisational development.

## CITY INFRASTRUCTURE

We are responsible for managing Council and community assets and providing infrastructure planning, development and delivery for the community's roads, open space and built environment. We also provide leisure and recreational services for the future sustainable development of the municipality and coordinate all community amenities, such as environmental health.

## CITY STRATEGY

We are 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. We coordinate the Strategic and Statutory Planning Units. We manage the City's cultural institutions such as the Art Gallery of Ballarat and Her Majesty's Theatre and generally foster arts and cultural development within the Ballarat community. We also support the tourism industry and attract events to make Ballarat a key Australian destination of choice.

## PEOPLE & COMMUNITIES

We provide a broad range of community services that support and enhance the quality of life and wellbeing for Ballarat residents – this includes services relating to home and personal care, people with disabilities, aged services, maternal and child health, childcare, library services, youth, cultural diversity, community safety and assistance to disadvantaged communities.

## GOVERNANCE & INFORMATION SERVICES

We provide governance, legal, civic and risk management advice to Council and executive support to the Mayor and Councillors. We are also responsible for the provision of information technology services and support, and managing Council's records.

## FINANCE

We provide financial management to the organisation, ensuring that it is fiscally responsible and meets all the statutory financial obligations required of a local government authority. We also provide human resources management, staff development, and occupational health and safety services to the organisation.

# OUR GENERAL MANAGERS



## PEOPLE & COMMUNITIES: GENERAL MANAGER

Neville Ivey

**T:** 03 5320 5882 **M:** 0419 863 538

### QUALIFICATIONS/EXPERIENCE

- Associate Diploma of Management Ballarat University

### RESPONSIBILITIES

#### Learning & Diversity

- Cultural Diversity
- Youth Services
- Library Services

#### Family & Children's Services

- Family Services, Kindergarten, Childcare & Supported Playgroups
- Maternal & Child Health Services
- Immunisation

#### Community Care & Access

- Home Care Operations & Brokerage
- Meals on Wheels
- Rural Access
- Deaf Access
- Kohinoor Community Programs
- Positive Ageing

#### Community Engagement

- Community Policy & Development
- Neighbourhood Planning & Engagement

#### Emergency Management

- Municipal Emergency Management



## CITY STRATEGY: GENERAL MANAGER

Natalie Reiter

**T:** 5320 5541 **M:** 0427 404 400

### QUALIFICATIONS/EXPERIENCE

- Masters of Business Administration (MBA): Monash University
- Bachelor of Business (Marketing): Monash University
- Bachelor of Arts: (Monash University)

### RESPONSIBILITIES

#### Planning Strategy

- Planning Policy Framework
- Structure Planning
- Planning Scheme Amendments

#### Planning Implementation

- Master Plans
- Developer Contributions

#### Statutory Planning

- Planning Approvals

#### Economic Development

- Ballarat West Employment Zone
- CBD Activation

#### Community Events

- Begonia Festival & Heritage Weekend

#### Community Arts & Culture

- Backspace Gallery

#### Tourism, Arts and Culture

- Ballarat Regional Tourism
- Her Majesty's Theatre
- The Art Gallery of Ballarat
- Museum of Australian Democracy at Eureka M.A.D.E



## CITY INFRASTRUCTURE: GENERAL MANAGER

Eric Braslis

**T:** 03 5320 5589 **M:** 0408 051 752

### QUALIFICATIONS/EXPERIENCE

- Senior Executive in State and Local Government (Certificate): Harvard Kennedy School, Boston
- Masters of Business Administration (MBA): Deakin University
- Bachelor of Applied Arts, Urban and Regional Planning: Ryerson University, Toronto
- Graduate Certificate in Public Administration: Ryerson University, Toronto

### RESPONSIBILITIES

#### Infrastructure Design & Delivery

- Asset Management
- Design & Survey
- Engineering Development
- Traffic Management
- Infrastructure Delivery
- Airport Management

#### City Services

- Parks & Gardens
- Street Trees
- Roads & Drainage
- Waste, Water & Energy

#### Facilities Management

- Facility Maintenance
- Graffiti Removal

#### Property Management

- Property Leasing & Licensing
- Cemetery Management

#### Sport & Recreation

- Recreation Planning & Management

#### Community Amenity

- Environmental Health
- Local Laws
- Traffic Amenity
- Planning Enforcement
- Municipal Building Surveyor & Building Services

# OUR STAFF

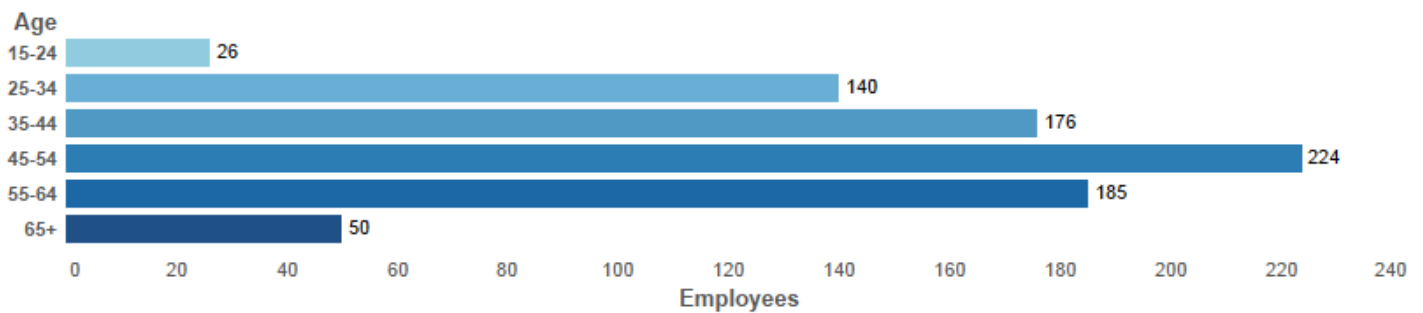
801 staff deliver over 120 diverse products and services to our community every day



## What areas do we work in?

	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
CEO & Policy Support	6	3.7	7	7	3	7	3	-	-	-	13	10.7
Governance & Information Services	35	28.75	13	12.7	20	12	11	-	4	1	48	41.45
Finance	28	20	11	11	13	11	7	-	8	-	39	31
City Strategy	52	40.8	36	26.4	25	21	14	3	13	12	88	67.2
City Infrastructure	90	57.3	238	218.8	26	208	59	20	5	10	328	276.1
People & Communities	255	172.7	30	25	44	16	179	12	32	2	285	197.7
<b>Total</b>	<b>466</b>	<b>323.25</b>	<b>335</b>	<b>300.9</b>	<b>131</b>	<b>275</b>	<b>273</b>	<b>35</b>	<b>62</b>	<b>25</b>	<b>801</b>	<b>624.15</b>

## What age are we?



## What gender are we?

Category	2008-09		2009-10		2010-11		2011-12		2012-13		2013-14	
Employees	778		797		789		848		796		<b>801</b>	
EFTs	601.2		610.8		603.2		645.8		593.7		<b>624.15</b>	
Gender	F	M	F	M	F	M	F	M	F	M	F	M
	475	303	486	311	469	320	519	329	488	308	<b>466</b>	<b>335</b>

# OUR STAFF

## CODE OF CONDUCT

We are committed to achieving our business objectives through our people. We accept our ethical and corporate social responsibilities and recognise our obligation to conduct business with full knowledge of, and compliance with, applicable employment legislation and guidelines. We achieve this by adopting a policy of best practice through a Human Resource Management System and Code of Conduct.

### In 2013-14



Reviewed or developed the following Human Resource policies:

- > Service Recognition
- > Affirmative Action & Equal Opportunity
- > Anti-Discrimination & Anti-Harassment
- > Employee Code of Conduct
- > Flexible Working & Family Friendly
- > Leave
- > Induction
- > Workplace Surveillance
- > Performance & Remuneration Management
- > Service Recognition
- > Alcohol & Drugs
- > Qualifying Period
- > Code Red Day



Implemented an enhanced Performance Management System – the new MyPerformance @Ballarat process encourages greater engagement to achieve a successful development program for employees

## TRAINING & DEVELOPMENT

We recognise the importance of learning and development opportunities for employees to allow the organisation to progress and meet the changing needs of the community. Opportunities range from training for essential skills through to professional development for career progression and leadership programs.

Opportunities for learning and development are identified through Council's Performance Management Process and can include on- and off-the-job training, workshops, conferences and formal study options.

Our Training and Development Policy provides employees with access to required and optional training opportunities. The cost of required training and attendance is fully covered by Council where optional training provides employees with up to \$500 per semester for tuition and up to four hours a week study leave and exam leave.

### In 2013-14



Invested \$567,443 in learning and development opportunities which equates to \$708 per employee (or \$905 per permanent employee).



## EQUAL OPPORTUNITY

City of Ballarat has equity responsibilities under the *Victorian Equal opportunity Act 2010* which prohibits discrimination in employment based on the protected attributes identified in the Act. Council is committed to upholding the legislation to ensure all employees are treated fairly and with respect. Council has comprehensive policies aimed at identifying and removing discrimination and promoting equal opportunity for all employees and potential employees.

### In 2013-14



Commenced the roll-out of mandatory awareness training for equal opportunity in May 2014 – this training is rolled out every two years with regular training offered to new employees as part of the induction program to ensure all employees are aware of their rights and responsibilities in relation to equal opportunity – training included specific training for the management and leadership team.

## INDUSTRIAL RELATIONS

### In 2013-14



Carried out the process of renegotiating the organisation's Enterprise Agreement that outlines the terms and conditions for all employees – the negotiations successfully delivered good outcomes for the employees and the organisation – the current Agreement was approved by Fair Work Australia in March 2014. The previous Agreement expired on 30 June 2013.

**Highlight:** A new clause was included offering significant support to employees who are victims of family violence – this demonstrates Council's commitment to raising awareness and prevention of

# COMMUNICATING WITH OUR STAFF

## 'BOB' – OUR INTRANET

### Our staff use Bob to:

- Search for content across internal and external websites
- View newsfeeds from external website
- View direct messages from the CEO's Blog
- Access quick links to the most common internal online tools and sites accessed
- Access interactive discussion groups that staff can participate in
- Access training job notices, calendars, health and wellbeing opportunities, online forms and procedures & policies
- Search for other staff members

'Bob' makes it easy for staff to access relevant information and interact with other staff.

'Councillor in the Loop' keeps our Councillors informed about events, projects and activities happening within their portfolio.

## 'COUNCILLOR IN THE LOOP'

Three 'Councillor in the Loop' publications are distributed every Friday via email across our three portfolios: Growth & Development, People & Communities and Destination & Economy. They include an overview of projects and activities and include photos.

These publications also provide a comprehensive archive for use by other staff, especially senior members of staff and the Communications Team.

## CHALLENGES

In 2013-14 two new sections were added to BoB offering staff interaction, 'The Silly Things' and 'BoB's BBQ Questions'. The idea behind these additions was to give an online avenue for staff to be able to anonymously submit ideas of things we could do better as an organisation. It also provided an opportunity for all staff to share their commonly asked questions. Through email and promotion across the home page of BoB, the initiative was sent out via email to all staff, however only a very small number of submissions were received.

# SERVICE RECOGNITION AWARDS



**In 2013-14, 37 employees were formally recognised by the Mayor and CEO in front of family and colleagues for achieving significant milestones for years of service. Service Recognition Award ceremonies were held in November 2013 and April 2014.**

*Photo top left: Service Recognition Award Recipients, November 2013. Photo top right: Service Recognition Award 20-35 Year Recipients, April 2014*

## 35 YEARS

• Allan	Wilson	Plant Operator
• Gary	Hoare	Carpenter
• Heather	Clark	School Crossing Supervisor
• Malcolm	Wilson	Senior Engineering Designer
• Wayne	Walters	Gardener

## 30 YEARS

• Debbie	Huggett	Animal Control Officer
• Jeff	Colbourne	Land Development Officer
• Norma	McLean	School Crossing Supervisor
• Peter	Van Dreven	Payroll Manager
• Roland	Wade	Airport Reporting Officer & Graffiti Removal Officer
• Russell	Anderson	Line Marker
• Sharon	Mawby	Library Officer

## 25 YEARS

• Alan	Greer	Gardener/Plant Operator
• Bill	Cook	Fire Prevention Officer
• Elizabeth	Todd	Maternal & Child Health Nurse
• Jason	Gaylor	Traffic Management Project Officer
• Jillian	Gamble	Community Care Worker
• Karen	Bright	Kohinoor Program Support Officer
• Lawrence	Jones	Maintenance & Construction Worker
• Les	Allen	Building Maintenance Supervisor
• Lynne	Souter	Project Officer
• Margaret	Woof	School Crossing Supervisor
• William	Harris	Maintenance & Construction Worker

**20 YEARS**

• Daryl	Wallis	Coordinator Parks & City Entrances
• Helen	Fitzgerald	School Crossing Supervisor
• Ian	Hedger	Carpenter
• Lindy	Crosbie	Box Office Assistant
• Nonna	McKenzie	Community Care Coordinator
• Patricia	Nice	School Crossing Supervisor
• Zeljko	Perovic	Street Cleaner

**15 YEARS**

• Andrea	Thorpe	Theatre Casual
• Craig	McKendry	Community Care Worker
• Denise	Wilson	Theatre Casual
• Faye	McIntosh	School Crossing Supervisor
• Janine	Green	Community Care Worker
• Jason	Goldsmith	Her Majesty's Theatre
• Lisa	Hill	Her Majesty's Theatre – Casual
• Marjorie	Mundie	School Crossing Supervisor
• Myra	Clarke	School Crossing Supervisor
• Renata	Durand	School Crossing Supervisor
• Stephen	Kelly	Maintenance & Construction Worker

**10 YEARS**

• Alisha	Freestone	Her Majesty's Theatre – Casual
• Amanda	Collins	Community Safety Planning Officer
• Angela	Maher	Child Care Worker
• Anne	Holloway	Community Care and Support Supervisor
• Belinda	Dawkins	Customer Service Officer
• Ben	Cox	Gallery Exhibition Officer
• Christine	Cooling	Administration Officer Kohinoor
• Colin	Wright	Gardener/Plant Operator
• Gary	Mahar	Street Cleaner
• Gordon	Morrison	Director Ballarat Fine Art Gallery
• Jacinta	Antonelli	Gallery Visitor Services Officer
• Jane	McDonough	Maternal & Child Health Nurse
• Jackie	Pedersen	Food Services Coordinator
• Jaqui	Featherston	Customer Service Officer
• Jen	Weissenfeld	Community Care Worker
• Jennifer	Severino	Child Care Worker
• Jo	Kruse	Box Office Manager
• Karen	Cahir	Administration Officer
• Kevin	McCann	Gardener/Plant Operator
• Kim	Williams	Librarian
• Merran	Fleming	Best Start Community Facilitator
• Myfanwy	Craig	Community Care Worker
• Ross	Cummings	Collections Manager
• Shaun	McInerney	Plant Operator
• Shelley	Bosworth	School Crossing Supervisor
• Suzanne	Jackson	Senior Gallery Visitor Service Officer

# 35%

of staff have been with City of Ballarat for more than 10 years

# PASSION FOR EXCELLENCE PROGRAM

We proudly recognise employees who perform to the best of their ability, take pride in their achievements and reflect the values of City of Ballarat.

## TEAM AWARDS 2013-14



### Parks & Gardens Team:

Luke Glasson  
Manny Mason  
Dale Glasson  
John Kelly  
Jacob Ellis (absent)  
Nathan Rivett (absent)



### Wendouree Child Care Centre Team:

Liz Radisch  
Matt Johnson  
Louise Chapman



### Arts & Culture Team:

Deborah Klein  
Julie Collins  
Robert Kienbaum  
Malcolm Sanders  
Carolyn Hamdorf (absent)  
Verity Higgins (absent)



### Traffic & Transport Team:

Jason Gaylor  
Charlie Cahill

## INDIVIDUAL AWARDS 2013-14

- Andrew Britton
- Chenay Wilkinson
- Craig Donaldson
- Crystal McKenzie
- Daryl Weybury
- Derylle Hastings
- Glen Fisher
- Jason Forest
- Kate Bertoncini
- Kate Gertners
- Kellie Williams

- Lea Dixon
- Maree Povey
- Margaret Flanagan
- Marilyn Brown
- Matthew Clark
- Roger Sanders
- Susan Fayad
- Suzie Verdoorn
- Tim Grace
- Veronica Moriarty
- Wendy Mackley



# OUR VOLUNTEERS

**Our many volunteers had another busy year as they continued to contribute their time and expertise in a wide number of programs to make a positive difference in our community.**

Congratulations! Our Parent Place volunteers won the ACU Ballarat Education Award in the 2014 Volunteering Ballarat Recognition Awards – see also pages 72 & 121



Our volunteers go beyond the call of duty and their support and dedication makes our community a better place to live for everyone.

OUR VOLUNTEERS WERE INVITED TO TAKE UP PROFESSIONAL DEVELOPMENT OPPORTUNITIES.

OUR VOLUNTEERS WERE INVITED TO ATTEND SOCIAL EVENTS THAT RECOGNISE AND THANK THEM FOR THEIR CONTRIBUTION DURING THE YEAR INCLUDING THE CHRISTMAS PARTY HELD AT THE CITY OVAL.

AROUND 400 ACTIVE VOLUNTEERS ACROSS THE ORGANISATION

77,343+ main meals  
45,500 sweets  
9,962 sandwiches  
1,674 pieces of fruit

We acknowledge and thank a number of community groups who also volunteer and deliver meals: McCallum House, Ballarat Specialist School, SCOPE, SAILS, Karden Disability Services, Brace and Yuille Community College.



### MEALS ON WHEELS VOLUNTEERS

Our volunteers deliver so much more than a meal. In some cases their visit maybe the only contact the client has with the outside world and a daily 'familiar face' that takes the time to say 'hello' and check up on a client supports their wellness. Not only that, our volunteers are trained in appropriate procedures in the event they find a person in distress and this early intervention could save the life of a valued member of our community.

140 volunteers delivered 7 days of meals to 500 residents via 95 delivery rounds each week



### ART GALLERY OF BALLARAT GUIDES

Congratulations! Yvette Hiscock, one of our Art Gallery of Ballarat guides, was nominated for the Peter Kervecac Arts Award.

Pictured: Our volunteers hosted free tours for the community and visiting groups to the Ballarat region. They were kept particularly busy with the Gallery's headline exhibition for 2014 'For Auld Lang Syne: images of Scottish Australia from the First Fleet to Federation'.

### HER MAJESTY'S THEATRE

Pictured: Our volunteers hosted free tours for the community and visiting groups to the Ballarat region. They were kept particularly busy in 2014

### HOME LIBRARY VOLUNTEERS

Pictured: Our volunteers bring library resources from our three libraries to members of the community who find it difficult to or are unable to visit the library. Not only do our volunteers select, borrow and deliver library items for their clients, they also provide a valuable connection to the community that their client may not otherwise have.



# OUR VOLUNTEERS

## VOLUNTEERS PROMOTING OUR CULTURAL DIVERSITY

Pictured: Multicultural Information Desk – The launch of this service offered new volunteering opportunities. Not only does this program give new residents easy access to information about community programs and facilities, it gives our volunteers who staff the information desk valuable workplace experience.

**NEW**  
IN 2013-14!



## HARMONY FEST

The support from our volunteers leading up to and on the day of the event once again contributed significantly to the huge success of this event in 2014. Harmony Fest aims to bring together the entire community to celebrate Ballarat's wonderful diversity. In 2014 it featured a five-hour live concert, international food, workshops, demonstrations, children's activities and markets and our volunteers contributed in each of these areas.

## MULTICULTURAL AMBASSADORS



Our Multicultural Ambassador Volunteer Program aims to enhance community awareness and foster social acceptance for all in Ballarat. Our volunteers show leadership within the migrant communities and advocate and promote the benefits of cultural diversity through learning, exchange and celebration. Our 10 new Multicultural Ambassadors (recruited in February 2014) are involved in various community projects and initiatives.



## PARENT PLACE

Our volunteers support parents, caregivers and children at Parent Place – located just off Bridge Mall in Ballarat – by offering them a welcoming safe place where they can have a rest, play or chat, by providing general support and information and by hosting activities such as 'Rhyme Time'.



## YOUTH VOLUNTEERS

Youth Council – Our new group of Youth Councillors (recruited in 2014) is working hard in various voluntary roles in the Ballarat community – for more details see page xx

Pictured: Our youth volunteers, pictured here with Cr Coltman, participated in a number of different programs in 2013-14.



**Sonika** – the City of Ballarat Youth Services FReeZA committee – meets regularly and works with a project worker to plan various projects and events while gaining event management skills. Sonika also plans and runs a range of free or cheap all-ages events that are drug, alcohol and smoke free. *FReeZA is a Victorian Government initiative that supports young Victorians to get involved in their community by planning and running safe music and cultural events for young people in their local community.*

**ZAQUE** is a social support group for Ballarat's GLBTI (Gay, Lesbian, Bisexual, Transgender and Intersex) young people. A GLBTI youth project worker meets with the group weekly and works with them to plan and run activities and community awareness projects. Zaque provides young people, teachers, workers, family and friends with information about sexuality, accepting diversity and other relevant issues.





We recognise all the community volunteers who have supported the hundreds of charities, schools, sporting groups, health and not-for-profit organisations around Ballarat for giving their time and efforts during 2013-14.



*Pictured: Learmonth Netball Club training session - new clubrooms in background*

## NATIONAL VOLUNTEERS WEEK 2014

We celebrated the power of volunteering at a special afternoon tea for volunteers from across the organisation hosted by the Mayor. Held at the Museum of Australian Democracy at Eureka (M.A.D.E.), volunteers heard from inspirational Olympian Steve Moneghetti who spoke about the importance of volunteering and the positive difference it has made to his life.

## VOLUNTEER RECOGNITION AWARDS 2014

These awards celebrate and recognise the remarkable work of volunteers in the community. We proudly supported these awards with a gold membership and also sponsored the Youth Award for 2014.

## HOW TO VOLUNTEER IN BALLARAT

We celebrated the power of volunteering at a special afternoon tea for volunteers from across the organisation hosted by the Mayor. Held at the Museum of Australian Democracy at Eureka (M.A.D.E.), volunteers heard from inspirational Olympian Steve Moneghetti who spoke about the importance of volunteering and the positive difference it has made to his life.



*Pictured: 2014 City of Ballarat Youth Award Winner Sadiki Mukasa*

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**OUR PERFORMANCE**



**We are committed to sustainable outcomes in the following areas: social, health & wellbeing, financial and environmental sustainability. The Council Plan 2013-17 outlines a significant number of sustainability objectives, strategies and actions. The following pages outline Council's commitment to sustainability across the organisation. Detailed reporting is found in the performance section of this document.**

# SOCIAL SUSTAINABILITY

City of Ballarat has a population of 100,550 as at June 30 2014 and growth is reported at 2% annually. As a regional city Ballarat residents are reliant on Council services more so than in an urban setting. The current demographic creates challenges in this growth and a large focus over the past 12 months has been in the planning for this growth along with associated infrastructure and employment planning.

Council has various policies to meet these challenges:

- Home and Community Care Services (HACC)
- Municipal Early Years Plan (2013-17)
- Positive Ageing Strategy
- Youth Strategy (2013-17)
- Early Years provision (kindergartens and maternal and child health)
- Disability Action Plan (2013-17)
- Cultural Diversity Strategy (2009-14)
- Reconciliation Action Plan (2014)

## HUMAN RESOURCES

We strive to be an employer of choice at all times by offering flexible working conditions, extensive wellbeing opportunities and a robust reward and recognition program.

We employ part-time, casual and full-time staff. In 2013-14 Council reported a high staff retention rate of 93.9%. This has been achieved through innovative recruitment and selection processes to ensure quality candidates are chosen from a competitive labour market. Flexible working conditions play a huge part in the sustainability of our workforce. We are able

to offer work alternatives and family friendly initiatives in order to maintain the knowledge and skills of staff we have invested in.

To complement our workforce we have a strong focus on volunteers. Our volunteers continue to contribute their time and expertise in a wide number of programs and make a positive difference in a wide range of areas within our community.

# HEALTH & WELLBEING SUSTAINABILITY

We have worked tirelessly to implement the MySafety System within the organisation. This system is designed to ensure that all of our staff comply with relevant health and safety policies and procedures.

As a result of implementing this system we have achieved a 67% improvement in the number of workers with return-to-work plans as a result of work-related injuries, an 8% reduction in new WorkCover claims, a 50% decline in the average number of lost days per new claims and the introduction of the MyWellbeing Program which provides a number of proactive health and wellbeing programs for staff such as on-site Physiotherapy and Pilates.

# FINANCIAL SUSTAINABILITY

Our financial performance continues to remain sustainable and in the low-to-medium risk category which achieves one of a key goals as outlined in the Council Plan 2013-17. Our rating strategy has been created and adopted with this in mind and within the parameters of the Long-Term Financial Strategy.

We continue to hold an appropriate level of cash to ensure that liquidity remains strong and in line with the adopted financial position. A core pillar of our Long-Term Financial Strategy is to ensure that we have sufficient funds each year to meet all of our obligations and be able to deliver all essential capital projects and services within an appropriate time frame.

## WORKING CAPITAL INDICATOR

An important measure of financial sustainability is the Working Capital Ratio which is the organisation's capacity to fund its short-term liabilities. This indicates the level of current assets that we have available to meet our current liabilities. In the 2013-14 financial year we had a positive working capital ratio of 232.68% which indicates financial sustainability (current assets outweigh immediate liabilities).

As reported on page 90 we rely on funding from other levels of government to deliver community outcomes in services and projects. We are reviewing our operations within this Council term to ensure that we focus on core services and that we take a sustainable approach to service delivery. In 2013-14 a review of insurance provision was undertaken resulting in operational savings of more than \$600,000.

## ASSET MANAGEMENT

We own and are the custodian of \$1.5 billion in community assets. A sustainable methodology for asset maintenance has been formulated and introduced. Each year asset maintenance and replacement activities are in line with Asset Management Plans. As per the Council Plan, each year we create new plans for asset classes.



# ENVIRONMENTAL SUSTAINABILITY

Council has introduced and is working to a range of strategies to reduce its impact on the environment. These all are outlined in the Council Plan 2013-17 including the Environment Sustainability Strategy, the Ballarat Open Space Strategy, the Greening the City Strategy, the Waste Management Plan, the Stormwater Harvesting Strategy and the creation of the Sustainable Transport Strategy.

Details of our achievements under environmental sustainability in the specific areas of water, biodiversity and utility efficiencies follow below.

## WATER

### MANAGED AQUIFER RECHARGE

City of Ballarat, in partnership with Central Highlands Water and funding partner the Office of Living Victoria, has been investigating rooftop rainwater harvesting to be used for Managed Aquifer Recharge of the Cardigan Aquifer as a water supply

*The Cardigan Aquifer was used extensively throughout the Millennium Drought to supplement water supplies to Ballarat.*







#### In 2013-14

-  We established that the aquifer could sustain suitable injection rates without a detrimental impact on the aquifer
-  We undertook water sampling and catchment modelling to determine potential yields of roof captured rainwater and stormwater from the Ballarat West Employment Zone (BWEZ) BWEZ is a new 623 hectare industrial estate which will develop over the next 20 years
-  As part of the overall feasibility assessment: we are continuing to assess water quality improvement options prior to aquifer injection and the infrastructure requirements to capture and transport water

### HARNESSING STORMWATER IN BALLARAT

Stormwater capture, treatment and re-use is a significant component of our current-day commitment to whole-of-water-cycle management and is a key factor in reducing Council's consumption of mains water supply.

#### In 2013-14

-  Water was transferred to Lake Wendouree – to maintain the level of the lake between 70mm above full and 280mm below full and to provide vital support to the recreational, tourism and ecological values of the lake:  
  
831 megalitres was transferred to Lake Wendouree from the Redan Wetlands, the Ring Road Detention Basin, the Ryan Street Catchment and the Paul's Wetland stormwater catchments
-  652 megalitres of Class A water was transferred to Lake Wendouree from the Ballarat North Treatment Plant that is managed by Central Highlands Water (CHW)  
  
*In each sub-catchment the captured stormwater is treated through a series of gross pollutant entrapment, sediment control and through a series of wetlands.*
-  No breaches in water quality guidelines were detected within Lake Wendouree
-  100 megalitres of water was extracted from Lake Wendouree for use on our major gardens and sports venues – a major user of this water was the Botanical Gardens where 95% of the site's irrigation demand was met in 2013-14
-  Upgrades to the stormwater network were achieved by converting the former Wendouree Pool to an underground storage facility – see next item below
-  The supply line from Lake Wendouree to Morshead Park was also used to connect the Ballarat Regional Soccer Facility at the sporting precinct to the stormwater network to support its grass sports fields

## WENDOUREE POOL ADAPTIVE RE-USE



*The decommissioned Wendouree Pool being converted into a recycled water storage facility.*

The decommissioned Wendouree Pool has been converted into a recycled water storage facility that holds approximately 800,000 litres of stormwater and recycled water delivered from Paul's Wetland or the Class A facility. This initiative has increased the capacity of the network to deliver water for irrigation of nearby sporting field: Eureka Stadium, Northern Oval Number 2 and the two ovals on CE Brown Reserve. Each oval irrigation system requires approximately 100,000 litres. The facility has the capacity to supplement the existing above ground storage tanks for two successive irrigations of the four ovals.

### In 2013-14

- The Wendouree Pool was decommissioned in October 2013
- The recycled storage facility was completed in February 2014
- Irrigation of nearby ovals commenced
- The surface area was reinstated as a grassed parkland area

## FLOOD STUDIES: BURRUMBEET CREEK CATCHMENT & CANADIAN CREEK TRIBUTARIES

Flooding is part of the natural water cycle of many ecosystems and plays an important role in maintaining a functioning riparian ecosystem. Where urban environments have altered the interaction between floods and ecosystems the potential for long-term negative impacts on the environment are increased. The potential structural and economic impacts from flooding are also well recognised.

### In 2013-14

- City of Ballarat, in partnership with the Corangamite and Glenelg Hopkins Catchment Management Authorities, completed flood studies for the Burrumbeet Creek catchment and the tributaries of Canadian Creek that occur in Ballarat East
- Public consultation has been completed for the Burrumbeet Creek study
- Consultation for the Canadian Creek tributaries will continue into 2014-15
- These studies applied the most up-to-date and sophisticated computer modelling to provide a detailed understanding of catchment run-off in response to rainfall amounts of various duration and intensity. This includes an understanding of the extent of flooding for up to a 1-in-100-year flood event.
- We are using the outcomes of the studies to inform our municipal planning processes and to identify and assess opportunities for urban flood mitigation.
- Several flood mitigation options have been identified which will be investigated further to assess their feasibility.
- The process to include the flood mapping overlays from the Burrumbeet Creek flood study into the City of Ballarat Planning Scheme has commenced
- The process for including the Canadian Creek tributaries study area into the City of Ballarat Planning Scheme will commence in 2014-15



## MORTON'S CUTTING



Morton's cutting

City of Ballarat manages water diversions from Coghills Creek by manual control of a gate valve system from 1 June to 1 December. This allows water to enter the Morton's Cutting channel and flow to Lake Learmonth.

### In 2013-14

- ➔ The new high-flow bypass channel was designed to allow a controlled portion of any high-flow events that occur from summer to autumn (when the gate valves are closed) to be diverted to Lake Learmonth

### BENEFITS

- ➔ The potential to maintain water levels in Lake Learmonth for a longer period each year
- ➔ The ability to reduce the potential for growth spurts of Fairy Grass and the associated potential fire risk
- ➔ During wet years, to reduce the potential for downstream flooding in either Coghills Creek or downstream of Lake Learmonth

## GROSS POLLUTANT TRAPS

City of Ballarat currently manages 12 Gross Pollutant Traps (GPTs). These provide water quality improvements prior to discharge to our valuable wetlands, lakes and waterways. This includes litter traps, for example at the bottom of Sturt Street near the Bridge Mall, the North Gardens Wetlands in the Lake Wendouree Precinct and at several outfall points to Lake Wendouree.

### In 2013-14

- ➔ The network of GPTs trapped approximately 35 cubic metres of material – made up mostly of organic matter such as leaves
- ➔ The most common form of rubbish was plastic bottles and assorted plastic bags which typically made up 15-20% of the capture

## BREATHING LIFE INTO THE YARROWEE PROJECT



This project involves a \$1 million investment in the Yarrowee River to improve its environmental and amenity values. It builds on the successful Linear Network of Communal Spaces (LINCS) Yarrowee River restoration project.

### OBJECTIVES

- ➔ To improve the Yarrowee River water quality
- ➔ To reduce litter in the Yarrowee River
- ➔ To control weeds
- ➔ To stabilise eroding banks
- ➔ To protect and enhance the native habitat
- ➔ To improve pedestrian and cycle access
- ➔ To build awareness and encourage behaviour change
- ➔ To encourage community custodianship of the river whole waterway network

### In 2013-14

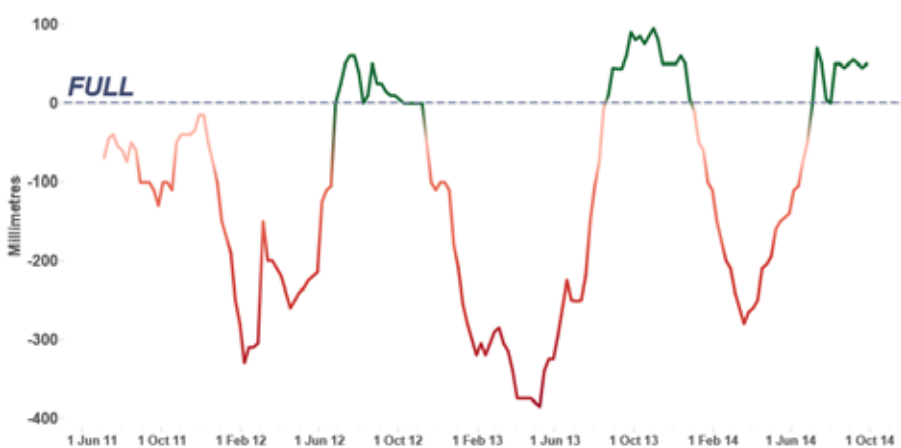
- ➔ Site-specific works commenced in early 2014
- ➔ Community engagement activities

*The project will be delivered by the Corangamite Catchment Management Authority through contracted project management arrangements with City of Ballarat.*



**LAKE WENDOUREE**

Figure 4: Lake Wendouree water levels



Lake Wendouree's water level was maintained at 70mm above full during the spring of 2013.

**OUTCOMES**

- ➔ Slowed down the rate of evaporation over the summer of 2013-14
- ➔ Maintained the lake's water temp on average 1 degree lower than the previous year
- ➔ Maintained the lake's depth 100mm greater over the summer than past years
- ➔ Allowed the lake to refill 8 weeks earlier in 2014 than 2013
- ➔ Allowed the lake to spill earlier permitting environment flows of water from the lake for the ecology of the water body and Yarrowee River

**LAKE BURRUMBEET**

Lake Burrumbeet has historically been susceptible to blue-green algae blooms over the warmer summer months. Its continuing presence has been exacerbated by below average rainfall and run-off.

**In 2013-14**

- ➔ Lake Burrumbeet was closed in January 2014 until further notice for all uses following confirmation of a blue-green algal bloom
- ➔ Permanent warning signage was erected advising the public that the lake is closed to all activity
- ➔ The current blue-green algal bloom has the highest reading on record

## LAKE LEARMONTH

Lake Learmonth is one of four shallow lakes in the Ballarat area and was historically used extensively for waterskiing, fishing, sailing and swimming. The lake dried up completely in 2001 during the Millenium Drought. Since the break of the drought in 2011 it has only refilled enough to allow boating and other activities. However with the continuing trend of less-than-average rainfall and consequently less run-off, the lake's water levels have continued to fall and Council closed the lake for all water activities.

### ACTION PLAN

We are currently implementing and developing some of the initiatives outlined in the Lake Learmonth Master Plan 2007 and addressing other issues that have arisen in more recent years:

- Alterations that take into account current economical and climatic conditions.
- Rationalisation of infrastructure to provide recreational opportunities for residents and visitors whether the lake is dry or full.

## LAKE ESMOND

Lake Esmond is a key open space asset for the municipality and maintenance is ongoing to improve the amenity and safety of this popular recreational asset.

### In 2013-14

- An increased emphasis on tree pruning, uplifting and grass mowing
- An increased emphasis on path reinstatement and graffiti removal
- A new 52 metre retaining wall was installed to replace a collapsed section

## BIODIVERSITY

### TREE PLANTINGS

**650 trees planted** across the City  
**200 trees removed**

#### In 2013-14

- 650 trees were planted across the City, notably at the city entrances along Skipton Street in Redan to Sebastopol and along Creswick Road in Ballarat North and around Lake Wendouree
- 200 trees were removed across the City
- The Cardigan Village Community Blitz program combined a holistic work program of tree pruning and street cleaning with community tree planting to enhance the liveability and character of their local neighbourhood
- In addition to routine street tree inspections and prunings, an arborist with specific skills was employed to complete more than 5,000 tree inspections and coordinated on-site mitigation (where required) at kindergartens, schools and community centres as well as at council facilities such as parks and gardens, recreations reserves and swimming pools
- We continued to actively liaise with developers to improve the quality of the landscaping in new development areas – this was aided by our Landscape Manual (developed in 2012) which provides an easy to understand and consistent approach to landscaping, including trees and gardens.

### NATIVE NURSERY





**10,000 trees** provided by the City of Ballarat's Native Nursery to a variety of community groups undertaking environmental remediation works.

### SUPPORT FOR LANDCARE

Our staff assisted Local Landcare Groups – Wattle Flat and Pootilla, Invermay and Miners Rest – with site preparation, provision of materials such as guards and stacks.

### COMMUNITY PLANTING DAYS



#### In 2013-14

-  We supported school plantings, National Tree Planting Day and World Environment Day
-  We provided up to 400 trees per event to local groups undertaking community events
-  We assisted two schools – St Alipious and St James – with school tree planting activities
-  We prepared sites for National Tree Day in July 2013 – at Newman Street Black Hill and along the Yarrowee River at Docwra Street Sebastopol

### NON-CHEMICAL WEED MANAGEMENT

The City of Ballarat investigated and implemented innovative non-chemical weed control measures.

#### In 2013-14



-  We have been trialling the use of steam as a weed management tool for kerbing and gutters – the new steam spray unit can be used in any weather conditions. On good days herbicides will still be used to control and contain weeds.
-  We have increased our use of mulching to deter weed growth in riverine areas

### LEAF COLLECTION

Ballarat is well recognised for its heritage streetscapes which often include large deciduous Oak and Elm trees that shed substantial volumes of leaves each year. Removing leaf litter from our drains and channel systems is a crucial component in the overall management of our environment as it stops excessive quantities of material entering our stormwater system and downstream waterways. Leaf litter that is collected is stockpiled and re-used as mulch for landscaping purposes across the City.

#### In 2013-14

In response to increased demand for this service during the peak period between autumn and winter:

-  We replaced our ageing leaf collection truck with a new custom-built truck that mulches leaves and sticks on-site – this will significantly increase carrying capacity and improve efficiencies
-  We engaged a contractor to help meet demand

### COUNCIL GARDENS GREENWASTE CHIPPING AND MULCHING

We collect coarse woody debris such as bulk logs and trees from across the municipality and stockpile it at Ballarat Airport where it is ground into woodchip and used as mulch for landscaping purposes. General prunings from around the City are stacked at job sites and chipped on-site by a contractor with a quantity of the mulch often used back on site.

#### In 2013-14

In response to increased demand for this service during the peak period between autumn and winter:

-  To accommodate the development of the Regional Soccer Facility, Cypress and Pine trees were removed at Morshead Park – the debris was added to the stockpile at Ballarat Airport
-  The woodchip from the stockpile was used on larger landscaping jobs such as the Lake Esmond Botanic Park, Yarrowee River Reserve, Lake Learmonth Foreshore, Victoria Street Gardens in Ballarat East as well as other areas, particularly where native vegetation plantings have been established

## BIODIVERSITY AND HABITAT MANAGEMENT

We manage more than 120 areas of significant roadside vegetation, linear reserves such as the Ballarat to Skipton Rail Reserve from Ring Rd to Smythesdale and more than 10 conservation reserves such as the Trigg Hill and Timbertop Reserve.

### In 2013-14



We developed a new Vegetation Management Plan for the Miners Rest Wetland – this Wetland is significant for providing habitat for Brolga (vulnerable in Victoria) and Latham Snipe (threatened in Victoria) and the Stiff Groundsel/Senecio behrianus (nationally endangered)



We worked in partnership with the CFA to undertake burns to enhance biodiversity and reduce weed burden and biomass at more than 10 sites.

## ENVIRONMENTAL WORKS AT MT BUNINYONG

Stormwater capture, treatment and re-use is a significant component of our current-day commitment to whole-of-water-cycle management and is a key factor in reducing Council's consumption of mains water supply.

### In 2013-14



**Weed Control:** We treated most of the Mt Buninyong Reserve for blackberry bushes in the areas bounded by Hogarth's Road and Yendon No 2 Road – Brush Off was used



**Pest Control:** Rabbits were targeted at Hogarth's Road West, the picnic area at the west end of the Mount Roads, and the Reserve Area on the east side of Mt Buninyong bounded by Yendon No 2 Road – Pindone-baited carrot was used

We value how this important event fosters relationships between the community, business and government to address the issue of waste in our parks and gardens, waterways and general environment.

## ENVIRONMENTAL WORKS AT BLACK HILL

At 495 metres above sea level Black Hill is the highest land in central Ballarat and a dominant landmark in the City's character.

### In 2013-14



We commenced development of a Master Plan for the precinct that will not only provide guidance on future conservation programs it will also address a number of key issues and opportunities:

- > Council's support for developing the reserve for mountain bike events
- > The need for improved lookout and parking amenities
- > Improved access to and from neighbourhood communities and neighbouring public open space such as the Yarrowee River trail



We maintained active conservation management programs targeted to the control of Gorse and Blackberry, fire breaks to facilitate controlled burns and fencing repairs to control vehicle and foot traffic in sensitive areas

## CLEAN UP AUSTRALIA

We have been a long-time supporter and driver of activities on Clean Up Australia Day, an event that fosters local pride by encouraging members of local communities to clean up in their neighbourhoods.

### In 2013-14

Clean Up Australia Day was held on 2 March 2014:



More than 25 locations across the municipality were targeted with a particular focus on the Lake Wendouree foreshore, Winters Swamp and the Yarrowee River trail



Many local volunteers worked with us to coordinate activities leading to the removal of large items such as shopping trollies and car parts from waterways as well as the collection of general waste



We worked with the many team leaders to coordinate bins and skips and the transportation of waste



### BIO-ENERGY HEATER AT BEAUFORT HOSPITAL

We were one of the key partners in the management and delivery of the Wimmera and Central Highlands Bio-Energy Project. One of the key deliverables of this project is the demonstration of a wood fuelled bio-energy heating facility. The Beaufort Hospital was chosen as the site for this demonstration facility based on being an appropriate size that can be scaled up to other facilities in the City of Ballarat.

#### In 2013-14



The wood fuelled bio-energy heater at the Beaufort Hospital was officially opened in June 2014 by the Minister for Environment and Climate Change, Ryan Smith

*This project is a great example of successful partnerships and is funded through the State Government Climate Adaptation Partnership Program and was delivered with in-kind support from 12 local governments and 12 other partner organisations.*

## UTILITY EFFICIENCIES

**Our electricity, gas, and water and fuel consumption are monitored through a centralised time-series database. We use this data to generate trend analysis, to monitor and quantify positive impacts of efficiency programs, and to assess the potential cost benefit of initiatives at Council assets and major projects. This aids best practice in the planning and prioritisation of investment in initiatives to reduce energy consumption and corporate greenhouse gas emissions and to reduce costs.**

	2013-14	Unit of Measure
<b>Electricity</b>	16,068	Gigajoules
<b>Mains Gas</b>	27,370	Gigajoules
<b>Water</b>	255,985	Kilolitres

**OUR WATER CONSUMPTION (255,985KL) INCREASED SLIGHTLY COMPARED TO THE PREVIOUS YEAR (249,161KL).**

### WATER

This very minor increase occurred while implementing significant projects and initiatives requiring water:

- Landscaping at the gardens of the Museum of Australian Democracy Eureka (M.A.D.E.)
- Establishment of turf at the Ballarat Regional Soccer Facility at Morshead Park
- Reintroduction of annuals to garden beds and the establishment of street trees to enhance the City's liveability

Commenced the Implementation of a number of energy efficiency programs at Council facilities

- Upgrades to more efficient infrastructure and control systems for the heating, ventilation and air conditioning at the Town Hall, Ballarat Aquatic Centre, Her Majesty's Theatre and the Art Gallery of Ballarat
- Removal of excessive fluorescent lighting in office spaces at Town Hall
- Installation of LED lighting and smarter lighting controls at key use areas within Town Hall and Her Majesty's Theatre

THERE WERE WIDESPREAD MINOR REDUCTIONS IN GAS CONSUMPTION ACROSS COUNCIL FACILITIES IN 2013-14 (27,370GJ) WHEN COMPARED TO THE PREVIOUS YEAR (28,330GJ).

### ENERGY AND WATER EFFICIENCY PLANNING FOR COUNCIL'S MAJOR PROJECTS

For our major projects, we investigate and incorporate energy and water efficiency during the building phase where possible. Our major projects have incorporated efficiency features such as double glazed windows, LED lighting with time switches and daylight sensors.

#### Ballarat Regional Soccer Facility – Morshead Park Redevelopment (completed in 2014)

On-site water collection for toilets

Showers fitted with timed sensors

2 synthetic turfs that don't require water for maintenance

Fields that require water are connected to the stormwater re-use from the Harnessing Ballarat Stormwater Project

#### Ballarat Aquatic Centre Expansion – 50 metre indoor pool (currently under construction)

Variable load pumping systems

Pool blankets

The best methods of managing the ventilation, heating and humidity are being closely considered

### ELECTRICITY

The increase in consumption as show in the data indicates that this is most likely related to the relocation of two business units within Council to the Library and the extensions to the Art Gallery for the new exhibition and function space which required extra lighting and heating. It was too soon for positive changes to appear in the trend analysis for the above mentioned efficiency programs at Council facilities, however it is estimated these will reduce Council energy (gas and electricity) consumption by almost 1,800 gigajoules.

COUNCIL'S ELECTRICITY CONSUMPTION INCREASED SLIGHTLY IN 2013-14 (16,068GJ) WHEN COMPARED TO THE PREVIOUS YEAR (15,501GJ).

### GAS

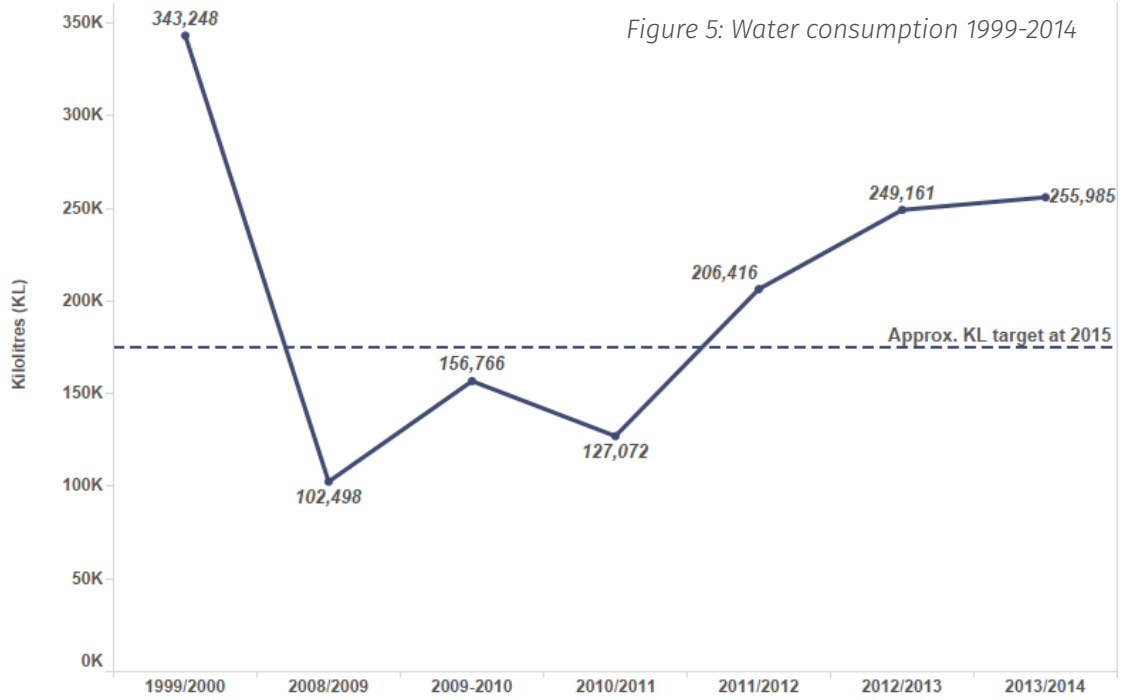
There were no specific actions identified that attributed to this saving and the reduction may be due to seasonal conditions.

### GREENHOUSE GAS EMISSIONS

Greenhouse Gas Emissions Source	Categorisation under NGRS Act	Measure (Co2e tonnes)
Landfill GHG Emissions after LFG Capture	Scope 1	22,697.0
Mains Gas	Scope 1	1,404.9
Bio-Diesel B20 (transport)	Scope 1	1,138.3
Unleaded Petrol (transport)	Scope 1	182.6
Bio-Diesel B5 (transport)	Scope 1	507.0
LPG (transport)	Scope 1	44.5
Diesel (transport)	Scope 1	166.0
Premium Unleaded (transport)	Scope 1	47.5
Unleaded with 10% Ethanol (transport)	Scope 1	1.0
Electricity	Scope 2	4,936.0
<b>Total Scope 1</b>		<b>26,188.8</b>
<b>Total Scope 2</b>		<b>4,936.0</b>
<b>Total Scope 1 &amp; 2</b>		<b>31,124.7</b>
Estimated Revegetation Offset		2,480.6

OVERALL THE EMISSION FROM THE CONSUMPTION OF GAS AND ELECTRICITY AT COUNCIL FACILITIES WAS 6,340.9 EQUIVALENT TONNES OF CARBON DIOXIDE (CO2E) IN 2013-14 – A MINOR REDUCTION FROM THE PREVIOUS YEAR (6,444 CO2E).





Note: Water consumption for 2012-13 was previously reported as 170,065 due to a database error

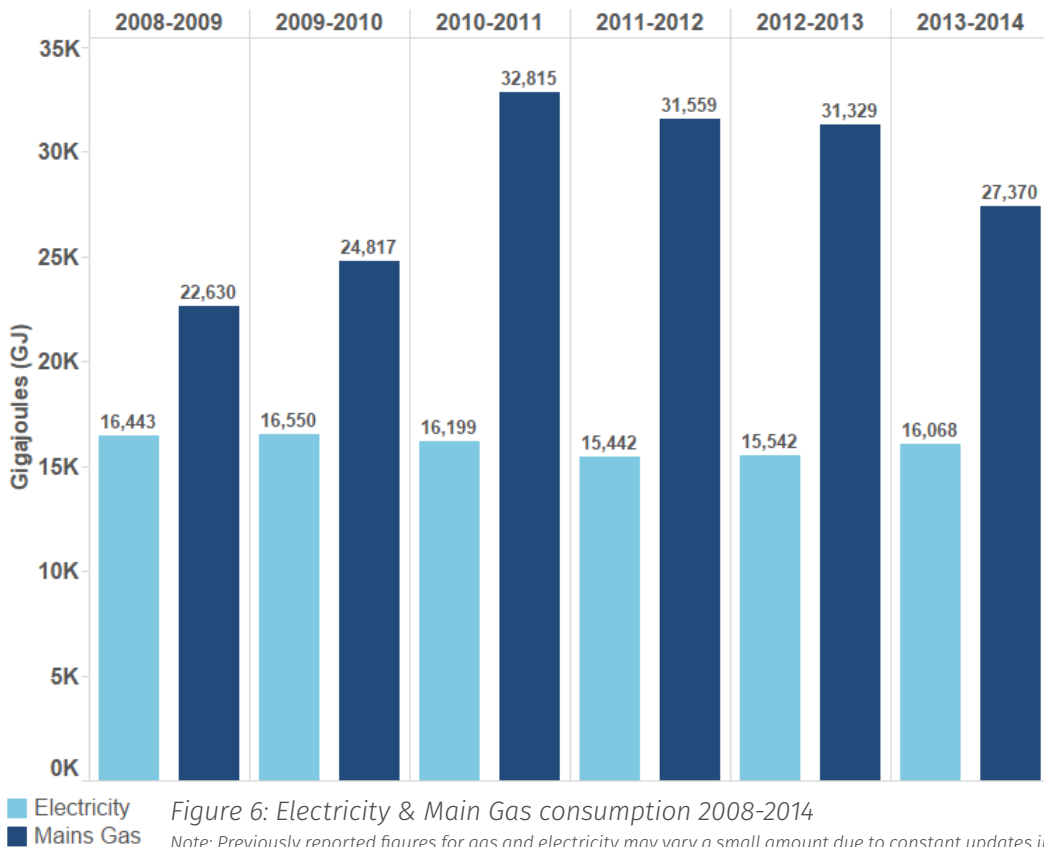


Figure 6: Electricity & Main Gas consumption 2008-2014

Note: Previously reported figures for gas and electricity may vary a small amount due to constant updates in data continuity

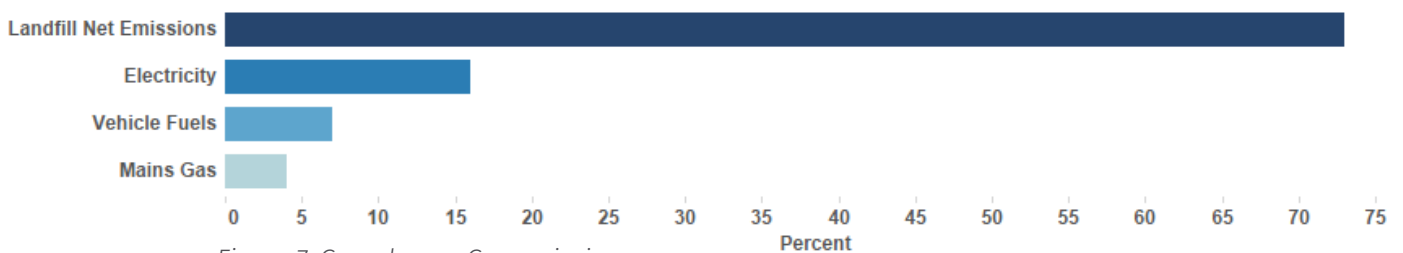


Figure 7: Greenhouse Gas emissions

# EXTERNAL GRANTS & FUNDING

We rely on a variety of funding sources to deliver outcomes for our community. In 2013-14 we successfully applied for a number of external grants. As reported in the finance section, rates are not the primary source of income to the City and grants are vital to operational outcomes for services and projects.

**\$39.5 million**  
total received  
2013-14  
**\$36.9 million**  
total received  
2012-13

## RECEIVED 2013-14

SOURCE OF FUNDING	PROGRAM / PROJECT SUPPORTED	\$
• Department of Transport, Planning & Local Infrastructure	Boating Safety and Facilities Program - Lake Burrumbeet	\$25,375
• VicRoads	Ballarat Western Link Road	\$2,344,908
• Central Highlands Water	Inclusive Aquatic Play Space	\$250,000
• Department of Infrastructure & Regional Development	Ballarat Regional Soccer Facility	\$2,407,500
• Department of Education & Early Childhood Development	Lucas Integrated Children's Centre	\$1,600,000
• Department of Education & Early Childhood Development	Kindergarten Upgrade - Cardigan Village	\$149,539
• Department of Resources, Energy & Tourism	Local Government Energy Efficiency Program	\$58,511
• VicRoads	Federal Roads Black Spot Funding - Wendouree Pde and Barkly St	\$546,000
• Department of State Development, Business & Innovation	Olympic Rings Precinct	\$54,000
• Department of Infrastructure & Transport	Roads to Recovery Program	\$969,678
• Arts Victoria	Regional Partnerships Program - Art Gallery of Ballarat & Her Majesty's Theatre	\$230,000
• Ballarat ICT Ltd	Ballarat Library Digital Hub	\$117,008
• Department of Health / Department of Health & Ageing	Home & Community Care Programs	\$5,233,652
• Department of Transport, Planning & Local Infrastructure	Public Libraries Program	\$606,213
• Department of State Development, Business & Innovation	Accessing our Regional Heritage Project	\$58,545
• VicRoads	School Crossing Supervision Subsidy	\$215,915
• Department of Transport, Planning & Local Infrastructure	Victorian Grants Commission Funding	\$5,874,655
• Corangamite Catchment Management Authority	Yarrowee River Restorations	\$211,200

# COMMUNITY IMPACT GRANTS

We are proud to support local voluntary and community groups that are planning a project, program, activity or event that directly benefits the local community.

## \$4,855

**BALLARAT REGIONAL INDUSTRIES (BRI):  
EXPANSION OF BRI  
RECYCLING**

**TO MAKE SECOND-HAND  
MACHINERY ITEMS  
OPERATIONAL AND SAFE**

BRI provides meaningful employment and training opportunities to people with disabilities. While it is a not-for-profit organisation it competes for work in the open market.

**OUTCOME:**

**The improved level of mechanisation has enabled BRI to become competitive and sustainable by streamlining their recycling process.**



## \$6,000

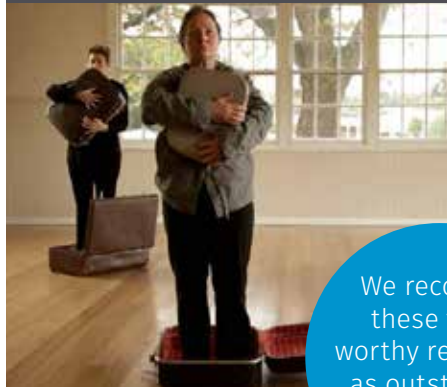
**SUSTAINABLE  
ENVIRONMENT ARTS  
MOVEMENT (SEAM):  
THE FUTURE IS NOW**

**TO FACILITATE  
WORKSHOPS**

Professional artists worked with participants who explored the predicted impacts of climate change and the opportunities for young people to take responsibility for the challenges ahead. Participants also experienced developing a work to perform themselves in a one-hour performance.

**OUTCOME:**

**A partnership has developed between SEAM, the students and Friends of Royal Park in Buninyong.**



## \$8,050

**BALLARAT PONY CLUB:  
FRIENDS OF BALLARAT  
HORSE TRIALS**

**TO ASSIST WITH THE  
DELIVERY OF THE  
BALLARAT HORSE  
TRIALS EVENT**

This highly regarded equestrian event was held in Victoria Park, Ballarat and makes maximum use of the park's equestrian facility while showing off the natural beauty of the area.

**OUTCOME:**

**The event has been recognised by Equestrian Australia as an international event which means that an elite rider can use their performance as a qualifying ride for Olympic selection.**



We recognise these three worthy recipients as outstanding community projects

## 2013 / 2014 Community Impact Grant Information

**\$592,877**  
TOTAL  
REQUESTS

**70**  
GRANTS  
ALLOCATED

**\$43,975**  
MINOR CAPITAL  
UPGRADES

Organisation	Amount Received
<b>JULY</b>	
• Ballarat Child Care Cooperative	\$5,000
• Big Brother Big Sister's Melbourne Inc. Highland Region	\$2,500
• Central Highlands Community House Network Inc	\$9,990
• Dragons Abreast Ballarat	\$5,000
• Wintringham	\$3,465
• Western Croquet Club Ballarat Inc	\$9,000
	<b>\$34,955</b>
<b>AUGUST</b>	
• Brown Hill Hall Committee	\$2,000
• Central Highlands Asian Aust Association	\$850
• Lions Club of Ballarat Mt Helen Inc.	\$600
• Uniting Care Ballarat	\$10,000
• Sebastopol RSL	\$5,000
• Children of Phoenix	\$5,000
• Redan Sports Club Inc.	\$3,160
• Midlands Cup Planning Committee	\$1,250
• Highlands Support Services Inc t/a Finding Futures	\$9,725
	<b>37,585</b>
<b>SEPTEMBER</b>	
• Buninyong & Mt Helen Lions Club Inc.	\$2,000
• Aust Assoc for Indian Culture & Education Inc. (AAICE)	\$6,000
• WRISC Family Violence Support	\$4,930
• Cardigan Windermere Landcare Group	\$3,850
• Support4Cancer	\$685
• Rotary Club of Ballarat East Inc.	\$2,000
• Ballarat Interfaith Network	\$720
• Home of Latin Association (HOLA)	\$2,440
• 1st Alfredton Venturers Scouts, Scouts Australia	\$1,000
• Gold Museum Ballarat	\$2,644
	<b>26,269</b>

Organisation	Amount Received
<b>OCTOBER</b>	
• Ballarat Interfaith Network	\$1,405
• Miners Rest Playgroup	\$352
• Wendouree West Exodus Community	\$3,000
• Ballarat Arts Alive Incorporated	\$3,300
	<b>\$8,057</b>
<b>NOVEMBER</b>	
• Ballarat Embroiderers Guild	\$2,035
• Ballarat Harriers Athletic Club	\$1,095
• Ballarat Kendo Club	\$1,285
• Ballarat Roller Derby League	\$4,705
• Blue Cross Church Ballarat	\$10,000
• Carers Victoria	\$5,000
• Coronet City Cricket Club	\$5,090
• Ballarat Carols	\$10,000
	<b>\$39,210</b>
<b>DECEMBER</b>	
• Central Highlands Community Legal Centre	\$2,320
• Ballarat Agricultural & Pastoral Society	\$6,000
• Marmalashes Buninyong Marmalade Association	\$1,125
• Friends of Royal Park	\$4,545
• Arthur Creative	\$7,810
• Burrumbeet Park & Windermere Racing Club	\$2,500
• Eureka Gymnastics Club	\$10,000
• Intercultural Women's Network Ballarat	\$5,000
• Ballarat Pony Club	\$8,050
• Ballarat Fish Acclimatisation Society	\$5,500
• Ballarat Family Violence Prevention Network	\$4,670
	<b>\$57,520</b>
<b>JANUARY - CIC did not meet - no allocations made</b>	



**Organisation** **Amount Received**

**FEBRUARY**

• Ballarat Historical Society	\$2,220
• YouThink Team	\$7,755
• Invermay Progress Association	\$6,000
• Brown Hill Senior Citizens	\$3,410
• U3A & Ballarat North Senior Citizens Club	\$4,920
• Learmonth & District Historical Society	\$6,925
• Buninyong Community Facility	\$5,000

**\$36,230**

**MARCH**

• McCallum Disability Services	\$800
• Phoenix Equine Wellbeing Group	\$8,000
• Learmonth Bowling Club	\$8,000
• Ballarat Autism Network	\$8,130
• Ballarat Senior Citizens	\$4,905
• Ballarat Regional Industries	\$4,855
• Golden Point Cricket Club	\$1,450
• Wendouree Senior Citizens	\$4,405

**\$40,545**

**Organisation** **Amount Received**

**APRIL**

• Ballarat South Senior Citizens	\$860
• Sustainable Environment Arts Movement	\$6,000
• Ballarat Writers Inc	\$2,465
• Ballarat Lawn Tennis Club	\$5,240
• Ballarat Woodworkers Guild	\$2,000

**\$16,565**

**MAY**

• E.motion 21	\$2,320
• Eureka Mums	\$1,270

**\$3,590**

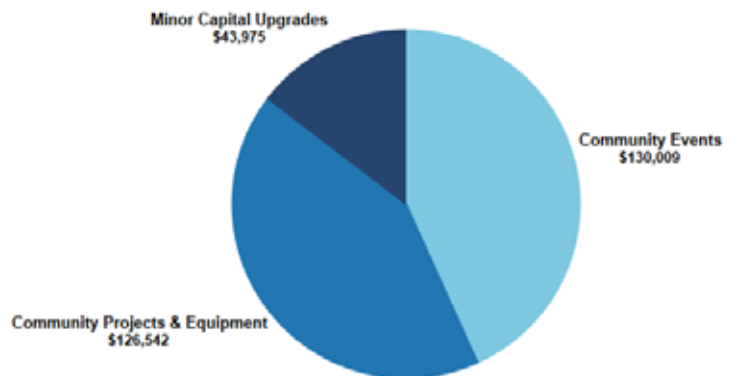
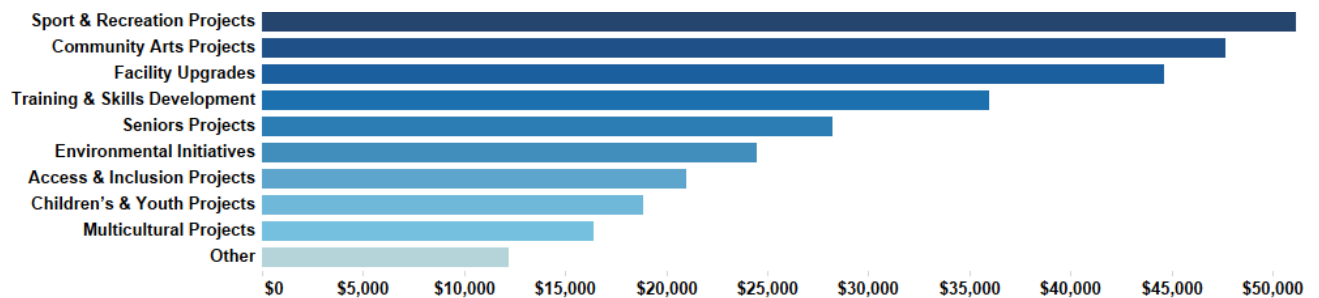


Figure 9 (below): Community Impact Grant Allocation by Projects  
The graph below shows that community sport & recreation projects received the highest allocation

Figure 8 (above): Community Impact Grants by Theme  
The graph below shows that community events received the highest allocation



Grants are allocated by our Community Impact Committee (CIC) – a Special Section 86 Committee of Council. These grants combine the previous Community Development Grant, Community Events Grant, Council Community Fund and Positive Ageing Small Grants.

# GROWTH & DEVELOPMENT



**We imagine Ballarat as a well-planned city that provides accessible, connected and safe urban areas and facilities, supports diverse housing and active transport options, and uses resources sustainably while adapting to changes in climate.**



We impact the health and wellbeing of our community by creating and maintaining environments and facilities that provide opportunities for recreation and encourage the use of active transport and connections with the natural environment.

We influence built and natural environments.

# OUR COMMITMENT TO HEALTH AND WELLBEING

We are creating urban and rural environments that are safe, attractive and accessible using design elements that will improve the health and wellbeing of residents.

→ Established a basis for planning and managing future growth in a manner and form which are important to residents through extensive consultation as part of the Ballarat Strategy

→ Incorporated future community, recreational and infrastructure requirements into long-term financial strategies to ensure the needs of residents are catered for

We are supporting the provision of a mix of housing in both rural and residential areas.

→ Discussed housing diversity, affordability, efficiency and accessibility as part of the Ballarat Strategy consultation – all outcomes will inform future planning policy

We are increasing active transport options, increasing access to community facilities and improving the quality of public and open space areas to provide an inviting environment for leisure and recreational activities.

→ Commenced work on a new 50 metre indoor pool

→ Continued work to connect footpaths and bike paths for increased accessibility

→ Ongoing maintenance of our parks, gardens, lakes and playgrounds

We are delivering a more ecologically sustainable use of resources and improved adaptation to climate change, with proposed activities around waste management, water harvesting and tree planting.

→ Implemented a new Waste Management Strategy increasing diversion of waste from landfill

→ Implemented innovative and alternative approaches to managing waste products

→ Implemented stormwater harvesting projects

→ Increased biodiversity through a 'Greening the City' initiative





# OUR ACHIEVEMENTS 2013-14

## CITY BEAUTIFICATION

- **Tree planting in streets and parks:** Planted trees across the City (650 within the City's streets) – some involved community planting
- **Avenue of Honour:** Completed tree planting and earth works fence-to-fence for the entire length
- **Botanical Gardens Precinct:** Maintained watering throughout summer using recycled water supply
- **Flower Bed Displays:** Presented a high standard of displays at the City Entrances and the Ballarat Botanical Gardens to coincide with major events including the Cycling Australia Road National Championships, Begonia Festival Weekend, Anzac Day, Heritage Weekend and Christmas celebrations
- **City Entrances:** Carried out landscaping works to entrances as well as the planning for further works in 2014-15

## LAKES & WATERWAYS

- Commenced the Yarrowee River Renewal Project – this included weed control works, the installation of walking trails and tree planting (with community involvement)
- Delivered programmed lake weed harvesting in Lake Wendouree
- Installed a ramp and handrail at the entrance to the Yarrowee track from Yarrowee Parade
- Carried out wetland and waterways maintenance to improve the health of the environment

## SUSTAINABILITY

- Continued development of the Environmental Sustainability Policy, the review of the ESS and the Carbon Management discussion Paper
- Used recycled and reclaimed water used on selected sporting venues
- The Office of Living Victoria's Green Paper on Ballarat's Water Future was released

Other Sustainability performance is covered on from page 77

## BALLARAT BOTANICAL GARDENS

- Signed a Memorandum of Understanding with the Friends of the Ballarat Botanical Gardens (FOBG) to cooperatively strengthen the working relationship between FOBG and City of Ballarat
- Hosted an apprentice display at the Begonia Festival 2014 and the Melbourne International Flower Show 2014

## WASTE

- Waste collection commenced the Saturday collection and the new suburb of Lucas
- Cell F Cell lining commenced
- Commencement of Cell G construction works at the Smythesdale landfill

## PROPERTY MANAGEMENT

- **Council's Property Portfolio:** Completed a review of Council facilities

## COMMUNITY AMENITY (LOCAL LAWS AND ENFORCEMENT)

- **Footpath Trading:** Reworked the existing policy for outdoor dining permits to offer flexibility to business owners in design and layout and minimise costs to businesses
- **Skip Bins:** Introduced a permit system for skip bins on Council land to address significant issues of blocked footpaths and uncontrolled rubbish
- **New 'Apps' (Software Applications):**
  - > **Animal Identification:** Introduced this app for all animal rangers including after-hours rangers – officers can now verify the registration status of animals when out in the field
  - > **Customer Requests:** Introduced this app for all officers – officers can now create new or update existing Customer Requests, look up prior history, make notes and upload inspection photos in real time to the Pathway Customer Request when out in the field – this new App has been used in this year's Animal Registration Audit with great results
- **Prosecutions & Enforcement:**
  - > Successfully prosecuted a Materials Recycling Facility that was illegally burning waste and breaching their Planning Permit
  - > Continued to prosecute owners of dogs involved in attacks to send a positive message to the community and promote responsible dog ownership
- **Audit of Domestic Animal Businesses:** With recent changes to the Domestic Animals Act, we carried out an audit of known and unknown businesses – this audit resulted in a number of new businesses registering as Domestic Animal Businesses
- **Domestic Animals Management Plan:** Completed a review of the 2012-16 Plan – the response received about this from the Department of Environment and Primary Industries was extremely positive

## ENVIRONMENTAL HEALTH

- **Public Health Inspections:** Carried out more than 1,700 inspections across more than 1,100 registered food, accommodation, beauty therapy and body art premises in an effort to protect, promote and enhance the public health and wellbeing of the community – met and exceeded minimum requirements across the whole year
- **Municipal Public Health Emergency Management Plan:** Completed a review of this Plan – the revised Plan was approved in February 2014
- **Aerated Domestic Wastewater Treatment Systems Regional Forum:** Assisted in developing and delivering a joint Council forum focused on education for plumbers to improve installation and maintenance standards

## PARKING

- **Residential Parking Permits:** Completed a review of the residential parking scheme – renewals are now being sent to permit holders to increase convenience for residents
- **Disabled Parking Permits:** Completed a review of the forms and procedure to make it easier for doctors to specify eligibility for a specific permit type – renewals are now being sent to permit holders to increase convenience for residents
- **Parking Meter Replacements:** Installed 49 new ticket machines with new standard EMV credit card readers to offer coin and credit card payment options for residents

## SCHOOL CROSSING SHELTERS

- Installed 12 new shelters to provide protection from the weather for supervisors

## BUILDING

- **Audit of Unsafe Brick Walls:** 50 properties identified with dangerous brick walls were ordered to remove or structurally upgrade the walls
- **Proactive Rooming/Boarding House Inspections:** Audited 150 commercial buildings for maintenance of Essential Services Measures for the 2013-14 period – as a result 60 Commercial buildings were made compliant
- **Audit of Safety of Places of Public Entertainment:** In an effort to ensure public safety at major events, we issued 30 Occupancy Permits

## SWIMMING POOLS

- **Eureka Swimming Complex:** Completed upgrade works – this included an upgrade of the 50 metre automatic chlorine treatment system from a tablet system to liquid system (as per all other pools), enclosure of the 25 metre plant room which included bunding and a path to ensure compliance with chemical handling requirements

## NEW PLAYGROUNDS & PLAYGROUND UPGRADES

- Installed two new Parkour playgrounds at Wendouree and Buninyong – these were the first of their kind to be installed in Ballarat - this project was jointly funded with Sport and Recreation Victoria

- Completed playground upgrades at existing locations:
  - > Stamford Street Reserve, Wendouree
  - > Macarthur Street Reserve, Black Hill
  - > Mt Pleasant Reserve, Mt Pleasant
  - > Victoria Street Reserve, Ballarat East
  - > Parkour Youth Activity Space at Buninyong and Wendouree

## SOLAR HOT WATER AT COUNCIL FACILITIES

- Installed 18 evacuated tube solar hot water units in 17 Council facilities – this was made possible with funding from the Federal Government's Local Government Energy Efficiency Program (LGEEP)

## TOWN HALL

- Upgraded the Building Management System to improve control and monitoring – this improvement will allow officers to 'fintune' system parameters to improve energy consumption, function and user comfort

## HER MAJESTY'S THEATRE UPGRADES

- **Completed two significant renewal projects:** the renewal of the north wall in Unicorn Lane and the reinstatement of the front façade
- Replaced the boiler, completed improvements to smoke doors and treated basement rising damp

### ART GALLERY OF BALLARAT

- Installed a new chiller to improve the cooling performance of the building during summer
- Replaced an air handling unit to increase efficiencies and eliminate dangerous maintenance access issues
- Upgraded the fire panel and associated detector system to increase fire protection

### DEMOLITION OF END-OF-LIFE COUNCIL FACILITIES

- Demolished surplus or end-of-life buildings to reduce Council's maintenance and renewal cost burden: Scallywags Puppy Training School, St George's Reserve old clubrooms, Showgrounds House, Saleyards House and Buninyong Tennis Pavilion

### RENEWAL WORKS & UPGRADES AT COUNCIL FACILITIES

- **Community Halls:** Completed renewal works including a new floor at the Invermay Hall and wall renewals at the former Ballarat Shire Office Building in Learmonth
- **Animal Shelter Building:** Completed upgrade works including installation of new non-slip animal area flooring, renewal of the air extraction system, and modification of animal cages to meet standard requirements
- **Transfer Station:** Installed a new 160 kilolitre fire water tank to ensure compliance with fire fighting requirements
- **303 Gillies Street Wendouree – a building tenanted by DEPI and Ambulance Victoria:** Completed upgrade works including an upgrade to the fire detection system, replacement of ground level carpet and

separation of level 1 HVAC (Heating, Ventilation and Air Conditioning) control equipment

### AUDIT ON COUNCIL BUILDINGS

- Completed building condition audits on 660 building facilities – this data has informed the Asset Management Plan for Building Assets and is being used to develop the long-term financial plan for the renewal of building assets

### ASSET MANAGEMENT

- Implemented new technology to record asset information for road maintenance works
- Completed road re-sheeting works on gravel roads in rural areas
- Continued the roll-out of Confirm Asset Management software and hardware to the City Wide Services Teams
- Completed and submitted for consideration our annual State of the Assets Report
- Completed a Road Management Plan review
- Developed a Road Inspection Manual
- Developed a Bridge Inspection Manual – this manual has been adopted by 12 other municipalities across Australia
- Developed an Asset Management Reporting System – Sydney City Council is interested in adopting this system
- Improved systems for permit compliance which resulted in an increase in fees and charges to \$220,000 in 2013-14 from \$163,000 in 2012-13

### TRAFFIC & TRANSPORT

- Responded to 370 planning referrals – all responses were within the statutory timeframe
  - Quickly adapted to the new National Heavy Vehicle Regulator referral response requirements
  - Implemented Stage 1 of a comprehensive traffic count program
- 

### SURVEY & DESIGN

- Completed Survey & Design of all capital projects within the schedule
  - Completed tenders for all major projects within the designated timeframe
  - Purchased new state-of-the-art survey equipment to deliver significant efficiencies in survey outputs
- 

### ENGINEERING SERVICES

- **Ballarat Airport:** passed all CASA audits
  - **Subdivisions area:** had 1,100 live items reduced to 500
  - **Drainage analysis:** Purchased Tuflow drainage software package to enable drainage analysis to be done in-house
- 

### MAJOR INFRASTRUCTURE

- Delivered all externally tendered projects on time and within budget and with no contractual disputes
  - Delivered a wide range of capital works including for a number of major projects for other Council departments (Recreation, Major Projects, Parks & Gardens) – these are covered elsewhere in this Annual Report
- 

### POWER LINES

- Completed power line pruning to comply with the electrical code of practice and to assist in make Ballarat safe from fires
- 

### OTHER

- Hosted premier events on sports ovals for Cricket, AFL, Soccer, Pipe Band and the Ballarat Beer Festival
-

## OUR CHALLENGES

### **In 2013-14 we faced the following challenges:**

- Continuing to deliver Council's infrastructure capital works program on time and on budget
  - Maintaining the ever growing number of Council Managed Assets in a sustainable manner
  - Providing infrastructure in our growth areas in a timely and sustainable manner: the Developer Contributions Plan for the City will assist in the funding of infrastructure in a sustainable manner
  - Continuing to reduce our carbon footprint in the areas of Waste, Water and Energy
  - Ensuring that the City maintains its attractiveness, its outstanding level of presentation and its garden city status
  - Maintaining and enhancing community sporting facilities and open spaces
  - Minimising costs associated with the planning process to deliver efficiencies for developers and home owners
- 







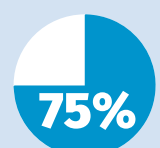


## LOOKING AHEAD

### **In 2014-15 we are committed to the following, as outlined in the Council Plan 2013-17:**









- Reviewing the Ballarat Road Transport Strategy, the Road Management Plan and the Environmental Sustainability Strategy
  - Undertaking a Lawn Bowls Strategy and a Skate Park Strategy
  - Completing new cells at the Symthesdale Landfill site
  - Improving the processing times associated with residential subdivision permits
  - Continuing to review and manage Council properties and tenancies
  - Bringing in-house the management of the outdoor pool facilities
  - Renegotiating the Ballarat Aquatics and Lifestyle Centre contract
  - Completing a review of Council Local Laws
-









# STRATEGIES AND ACTIONS -










## TO DELIVER HEALTH AND WELLBEING OUTCOMES








OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
 <p>Plan for future growth</p>	<p>Prepare and review long-term development plans incorporating health, wellbeing and sustainability principles and policies</p>	<p>Complete the development of The Ballarat Strategy (<i>Ballarat – Today, Together, Tomorrow</i>)</p>	<p>Commenced – to be completed in 2015</p>	
		<p>Review the Municipal Strategic Statement (MSS)</p>	<p>Commenced – to be completed in 2015 – the MSS will be a product of The Ballarat Strategy</p>	
		<p>Implement a long-term vision for Victoria Park to create connectivity between the Lake and Gardens Precinct and the decommissioned saleyards site and to achieve greater use of open space</p>	<p>Undertook a review of the previous Strategy – items from the review to be considered in 2014-15</p>	
 <p>Plan for future growth</p>	<p>Plan for growth and service areas to meet the needs of a growing population</p>	<p>Establish an Infrastructure Growth Fund to meet the infrastructure requirements of new and proposed growth corridors across the city over the next 20 years</p>	<p>Established a \$1 million Growth Fund as part of the 2013-14 Budget – it is expected to generate \$230 million over the next 20 years</p>	
		<p>Prepare a Financial Contribution Plan to enable construction of the necessary social, community and recreational infrastructure across the Ballarat West Urban Growth Zone</p>	<p>Adopted a Development Contribution Schedule to ensure appropriate funding is available</p>	
		<p>Manage the development of the Ballarat West Urban Growth Zone including implementation of the Precinct Structure Plans</p>	<p>Currently managing development in line with the Precinct Structure Plans</p>	
		<p>Implement Stage 1 and plan for Stage 2 of the Ballarat Western Link Road</p>	<p>In conjunction with VicRoads, Stage 1 has been designed with delivery expected in 2014/15</p>	







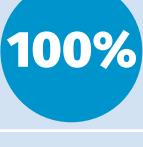




OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
 	<b>Develop sustainable and accessible transport and active transport initiatives</b>	Develop and implement a Sustainable Transport Strategy that includes local planning for roads, public transport and alternative transport options	Facilitated a scoping exercise to finalise the objectives and goals for the Sustainable Transport Strategy	
		Facilitate an Integrated Transport Working Group across Council, including the appointment of a dedicated officer, to enhance integrated approaches to sustainable transport planning	Currently considering the opportunity for a Transport Planning role within the organisation in 2015-16	
		Implement the Car Parking Strategy and develop new actions that reflect future growth needs and accessibility requirements of current parking, including the replacement of parking meters	Committed to investing in 98 car parking at Ballarat Health Services – other parking initiatives are to be considered in future years including at the Ballarat Station and Civic Hall Precincts	
		Investigate Public Private Partnership opportunities for developing a multi-storey car park within the CBD	In conjunction with Ballarat Health Services, committed \$2.4 million towards 98 car parking spaces at the new multi-storey car park at Ballarat Hospital	
		Advocate the delivery of the Regional Transport Strategy and review the Ballarat Road Transport Strategy and implement recommendations	In conjunction with the Central Highlands Council and the Department of Transport, completed a review of the previous Regional Transport Strategy  Commenced a review of the Ballarat Road Transport Strategy 2008 – to be completed by the end of 2014	
		Advocate and support the Regional Rail Project including better internet connection on the regional rail system	Advocated for better wi-fi connection for the Melbourne Ballarat Service – funding was announced in the 2014 State Budget to deliver this in 2015 – this is included in the 2014-15 Work Plan	




OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
	<b>Maintain and enhance community infrastructure to ensure safety and accessibility</b>	Maintain and create footpaths and kerbs with consideration and consultation for accessibility	<p>Completed – all new works are Disability Discrimination Act compliant</p> <p>Committed \$60,000 annually on retrofitting non-compliant infrastructure</p>	
		Review, fund and deliver the revised Rural Roads Maintenance Program	Completed – \$1.14 million value allocated annually	
		Implement the Public Toilet Strategy that provides for an adequate level of amenity across the city, adopting accessibility and safety design elements	Currently programming recommendations from the Strategy over future financial years	
	<b>Reduce waste to landfill through improved management procedures and innovative solutions</b>	Develop and implement a new Waste Management Strategy to increase the diversion of waste from landfill including improved separation processes at the Waste Transfer Station	To be reviewed based on new State Government policy – due for completion in late 2014	
		Investigate and seek funding partnerships for a viable and affordable green waste solution and the implementation a kerbside green waste collection service	<p>In conjunction with Sustainability Victoria and Bendigo Council, commenced the process to undertake an EOI for a green waste collection and processing facility</p> <p>Secured \$500,000 grant for the collection of household green waste</p>	
		Manage and upgrade the Smythesdale Landfill	<p>Continued to manage the facility</p> <p>Awarded a tender and commenced construction of Cell G – this cell will accommodate waste for a 5-year period</p> <p>Completed the sidelining of Cell F to increase landfill capacity</p> <p>Commenced capping of former landfill cells</p>	

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
		Improve the regional approach to waste management	Worked closely with the Central Highlands Waste Management Group in preparing for the revised structure in waste management – will work with the Grampians Central West Waste Management Group in 2014-15	
		Educate the public on waste reduction strategies	Continued to work with the Central Highlands Waste Management Group on a regional strategy for public waste education	
		Develop the Harvesting our Waste Resource Project which considers innovative and alternative approaches to managing waste products	Continued to work with the Highlands Waste Management Group on regional waste management	
	<b>Encourage and adopt environmentally sustainable practices and address the local impacts of climate change</b>	Continue implementation of actions from the Environment Sustainability Strategy 2012-14 that are targeted for the community's benefit	Resolved to work with the Ballarat Regional Sustainability Alliance to review actions within the strategy which will contribute to the development of a new strategy in 2014	
		Implement the Office of Living Victoria's 'Living Ballarat' project including concept project for the Ballarat West Aquifer Recharge Project	Continued to work on development of the Living Ballarat Project – the project included the trialling the Aquifer Recharge Project – the project is expected to be completed in late 2014	
		Complete current Stormwater Harvesting Projects and investigate further opportunities for stormwater harvesting	Retrofitted the Wendouree Pool following its decommissioning to enable greater use of stormwater and recycled water	
		Develop a proposal for a State/ Federal partnership to fund waste-to-energy projects	Completed – this proposal is included in the Regional Capital Plan	
		Investigate the use of alternative energy sources such as the pelletisation of waste for use in combustion heating systems	The Regional Waste Management Group received a grant of \$94,000 in January 2014 to commence pelletisation processing at the Transfer Station	

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
		Increase biodiversity and tree canopy cover across the city through a new 'Greening the City' initiative which includes increased tree planting	Increased street tree planting program by \$50,000 annually – adopted in the 2013-14 Budget	
	<b>Enhance and protect public open space</b>	Deliver planned asset replacement and renewal in the city's public open spaces in line with the Ballarat Open Space Strategy (BOSS)	Replaced playground equipment in the following locations – as part of a \$250,000 annual allocation: <ul style="list-style-type: none"> <li>· Alex Mills Park in Canadian</li> <li>· Macarthur Street Reserve</li> <li>· Mt Pleasant Reserve</li> <li>· Victoria Street Reserve</li> <li>· Buninyong Youth Activity Space</li> <li>· Wendouree Youth Activity Space</li> </ul>	
		Develop new open space areas in growth zones in line with the Ballarat Open Space Strategy (BOSS)	Commenced planning of new parks in Precinct Structure Plans – eg at Lucas	
		Enhance the overall presentation and beautification of the major gateway entrances to the city at Woodman's Hill (Western Highway), Ballarat North (Creswick Road), Wendouree (Gillies Street), Sebastopol (Midland Highway) and Victoria Street – replace native grasses with irrigated lawns, tree plantings and garden beds	Undertook planning for these works – major works to be implemented from 2014-15 include: <ul style="list-style-type: none"> <li>· installing further subsurface irrigation in Sturt Street</li> <li>· tree planting in Skipton Street</li> <li>· landscaping around gateway entrance signage</li> </ul>	
		Continue implementation of actions from the adopted Lake Wendouree Master Plan	Continued works around Lake Wendouree, mainly relating to preparations for the World Rowing Masters Event in October 2014	
		Enhance the public realm in major public spaces to improve visual amenity by upgrading signage, placing powerlines underground and improving drainage	Undergrounded overhead power lines and telecommunications cables in Peel Street between Curtis and Little Bridge Streets	

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
 <p>Continue to protect the health of Ballarat citizens</p>	<p>Enhance community amenity and safety through the enforcement of local laws and public health requirements</p>	<p>Implement the Domestic Animal Management Plan 2012-16</p>	<p>Completed Year 1 commitments – included in the Plan was the provision of off leash areas – significant community consultation took place on this in 2013-14</p>	
		<p>Redevelop the regional pound in line with animal housing guidelines and review the options for its management and operation</p>	<p>Completed commitments outlined in the agreement with the RSPCA that concluded in March 2014</p> <p>Currently considering long-term management options including future service delivery options and capital works that are complimentary to facilitate a regional animal shelter.</p>	
		<p>Educate residents and businesses on increased issues of food safety and infectious disease prevention and control, caused by climate change</p>	<p>Implemented the Statutory Compliance and Education Program on food safety – this is through the registration process and a component of the Community Amenity Communication Plan</p>	
		<p>Enforce public health and planning legislation regarding the supply and consumption of alcohol and tobacco</p>	<p>Implemented the monitoring and enforcement of the relevant statutory provisions regarding the supply and consumption of alcohol and tobacco – ongoing</p>	
 <p>Continue to protect the health of Ballarat citizens</p>	<p>Manage Council's natural and physical assets sustainably</p>	<p>Implement the Asset Renewal Strategy for Council's core infrastructure</p>	<p>Submitted a State of the Assets report to Council in February 2014 for consideration during the Budget process</p>	
		<p>Increase investment in asset renewal to the recommended renewal targets and incrementally grow investment in asset maintenance to recommended levels</p>	<p>Completed a condition assessment for all buildings and facilities which contributed to an Asset Management Plan – the State of the Assets report highlighted areas for renewal and maintenance investment increases throughout the City</p> <p>Prepared Building Asset Management Plan – it was presented to Council for consideration in the Budget process</p>	

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
		Complete Asset Management Plans for all asset classes including the City's statues, fountains and monuments and the two Council-owned caravan parks	Due for completion in 2014-15	0%
		Prepare long-term Asset Management Plans and maintenance standards for the Ballarat and Buninyong Botanical Gardens and Lakes Wendouree, Learmonth, Burrumbeet and Esmond	Due for completion in 2014-15	0%
 <p>Increase amenity</p>	<p><b>Conserve, manage and enhance Ballarat's natural, cultural and built heritage</b></p>	<p>Implement the Preserving our Heritage Strategy in line with the UNESCO recommendation for the Historic Urban Landscape</p>	<p>Recognised outstanding contributions to Ballarat's heritage at the 2013 Ballarat Heritage Awards</p> <p>\$55,000 in grants allocated to the community through Preserving Our Heritage Together Grants Program</p> <p>Signed agreement signed with WHITRAP* that is providing worldwide recognition of UNESCO's Historic Urban Landscape approach being piloted in Ballarat</p> <p><i>*WHITRAP: World Heritage Institute of Training and Research in Asia and the Pacific, Shanghai, under the auspices of UNESCO</i></p> <p>International Symposium and Expert Session on UNESCO's Historic Urban Landscape held in Ballarat</p> <p>Undertook Mapping Ballarat's Historic Urban Landscape landmark study</p>	<p>100%</p>

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
		Advocate with Friends of the Ballarat Botanical Gardens (Friends) for partnership funding opportunities for the design, construction and delivery of the Botanical Gardens Fernery	Signed an MOU with the Friends of the Gardens in February 2014 to continue to plan for the reconstruction of the Fernery and the Botanical Gardens  Completed design – currently undertaking graphic design work to allow Friends of the Gardens to undertake fundraising activities	 50%
		Undertake a feasibility study for a Regional Archive and Heritage Centre in Ballarat	Completed – work ongoing	 25%
		Invest in the ongoing conservation of heritage assets in the Lake Wendouree Precinct including the Botanical Gardens floral clock and the tramline	Continued investment – currently seeking matching funding where possible, for example at the Olympic Rings Precinct and for the tramline crossing	 50%

# PEOPLE & COMMUNITIES



**We imagine Ballarat as a safe and well-serviced City that provides equal access to opportunities for its citizens at all stages of life, has connected communities that participate actively in civic life and offers diverse and accessible recreation, leisure and sporting opportunities that encourage healthy lifestyles.**





We impact the health and wellbeing of our community by working directly with families, the elderly and youth to engage with and build the resilience and capacity of our community and to provide learning opportunities and facilities.

We influence social environments.

# OUR COMMITMENT TO HEALTH AND WELLBEING

We are providing key social, cultural and emergency services and initiatives that will improve the personal, physical and mental health of residents of all ages.



Provided a range of events such as Harmony Fest, Children's Week and Seniors Festival to encourage community connections

We are influencing and educating on issues of health and wellbeing through key points of contact with families and children, youth, older adults and people with a disability.



Continued service delivery through our Maternal & Child Health, Immunisation, Family Day Care, Playgroups, Home and Community Care, Community Meals programs and Youth programs

We are working towards increased access and opportunities and support for lifelong learning and skills development by providing library services across the City.



Implemented a Digital Literacy Program



Expanded our Library Outreach Programs



Developed an Early Years Literacy and Numeracy Strategy

We are working towards increased personal and community safety and more equitable access to health and community services through greater awareness and monitoring.



Increased awareness of Prevention of Violence Against Women initiatives such as White Ribbon Day



Provided evidence on community profile through open access web-based products

We are prioritising improved health, development and learning outcomes for children with an ongoing emphasis on becoming a child-friendly city.



Secured funding for the Parent Place to encourage breastfeeding and increase support for parents and families



Developed new and improved current kindergarten facilities and garden play spaces

We are working towards increased community harmony that celebrates, acknowledges and respects cultural and gender diversity.



Established a Multicultural Information Desk at Ballarat Library



Appointed 10 new Multicultural Ambassadors

We are fostering a greater awareness of the effects of climate change and implementing timely emergency responses.



Developed a list of vulnerable residents for evacuation purposes



Made available print materials on emergency responses to vulnerable residents

# OUR ACHIEVEMENTS 2013-14

## CULTURAL DIVERSITY

- Delivered the Reconciliation Action Plan 2011-13 and developed the Reconciliation Action Plan 2014-17
- Delivered a successful Harmony Fest in March 2014 – this event attracted an audience of 8,000 in 2014
- Established a Multicultural Information Desk at Ballarat Library in April 2014 – in partnership with the Ballarat Regional Multicultural Council, Ballarat Community Health and the Centre for Multicultural Youth
- Delivered Employment Pathways Training to 100 CALD (Culturally and Linguistically Diverse) participants resulting in 46 employment outcomes and 26 industry partnerships – this was delivered by the CALD Careers Program and Industry Engagement Program
- Processed 100 Employer Sponsorships for skilled migrants under the Regional Sponsored Migration Scheme
- Appointed 10 new Multicultural Ambassadors for 2014-16 in March 2014 as part of the Multicultural Ambassador Program – this group is the fourth cohort
- Attended the 25-year anniversary celebrations in Inagawa, Japan in October and November 2013 to celebrate the Ballarat-Inagawa Sister City Friendship Agreement – these celebrations were attended by six representatives from City of Ballarat and 15 community members

## OUR LIBRARIES

- Sebastopol Library was nominated as 'Australia's Favourite Library' in a competition run by the Australian Library and Information Association
- Commenced installation of RFID (Radio Frequency ID) equipment: 105,000+ books were tagged, public self-check terminals were installed at all three libraries and an

automatic returns unit was installed at Ballarat Library

- The spectacular 6 metre Christmas tree display at Ballarat Library attracted hundreds of people
- Hosted a range of author visits and readings: Jane Austen readings, Hazel Edwards, Cathryn Hein, Judy Nunn and Julie Stafford
- Increased the profile of the Australiana Research Library and the family history help available with a range of talks: the Geni Chat, Time Detectives, Family History Sessions, Military History and Find our Ancestors
- Hosted a range of launches which demonstrates the changing 'face' of libraries: the Launch of Victorian Indigenous Honour Roll, the Launch of Men's Health week, the Launch of Refugee Week and the Launch of the Ballarat Seniors Festival (this event featured well-known footballer and media personality Tom Haffey and was attended by over 110 people)
- Hosted the annual Boys, Blokes, Books and Bytes event with 60 'boys and blokes' in attendance – this event was held in collaboration with Phoenix College and Delacombe Library Outreach

## OUTREACH LIBRARY SERVICE

- Increased the number of outreach sites – we now have outreach sites in Miners Rest, Buninyong, Delacombe, Learmonth and at M.A.D.E. (Museum of Australian Democracy) in Ballarat East

*Our Outreach Library Service creates an instant pop-up library service in any community venue that has disabled access. Roll-off shelving from the two trucks enables residents to have access to over 2,000 library items. The service also offers story time, computer classes, pop-up playgroups and school holiday activities.*

## DIGITAL HUB AT BALLARAT LIBRARY

- Expand our Digital Hub Programs
- Provided 848 one-on-one training sessions – this exceeded our target by 194 people
- Provided 345 group training sessions to residents needing general help with computers, software applications and assistance with new devices such as smart phones and tablets

*The Digital Hub offers free digital literacy classes to residents and is in its second year of operation. It was made possible by funding from Department of Communication and aims to showcase the benefits of the NBN (National Broadband Network) to the community.*

## YOUTH SERVICES: BYOU

- **2013 Youth Awards:** Hosted the annual Youth Awards – this event is always a highlight of the year for our Youth Services See also page 73
- **Youth Strategy:** Developed a new strategy and framework that will support programs and underpin future cohesive direction for Youth Services
- **All Age Youth Music Program:** Initiated a new program under the 'Trojan' banner to open up more options for all youth to attend low-cost youth music events in Ballarat
- **Music Industry Training Program:** Initiated a new program under the 'Equipped' banner – this was one of the first programs developed under the Positive Youth Development Framework to underpin young people's entry into the youth music industry
- **Youth Music Events:** Successfully revamped the 'Sonika' group under the 'FReeZA' banner to rekindle interest – this attracted a very high level of interest

*FReeZA is a Victorian Government initiative that supports young people to get involved in their community by planning and running drug, smoke and alcohol free music and cultural events.*

## FAST STATS LIBRARIES

359,022 visits  
 Average of 1,017 people visit our libraries every opening day  
 29,077 members  
 91,405 enquiries  
 28,358 new items added  
 667,271 items borrowed  
 22,138 e-resources downloaded  
 25,289 attendances at programs  
 8,410 items borrowed through our outreach service  
 205% increase in eBook downloads

## → BYGA (Ballarat Young Global Ambassadors) Program:

**> Revamp of the Program:** formed a partnership and aligned our program with Foundation for Young Australians and its Young People Without Borders Program

**> BYGA Picture Forum:** Worked with young people to support, develop and implement this forum at which over 120 young people learned about the benefits of volunteering and how they can help tackle issues of extreme global poverty – highlights included a session with Human Rights Lawyer Julian Burnside, Senator Di Natali and Youth Ambassador Jaymee Ellis and seeing how the young people who attended the event were inspired about making a difference to their local and global communities

*BYGA aims to inspire young people to become activators for global change and to provide new opportunities for young local people to volunteer overseas.*

- **2014 Youth Council:** This is covered on page 54

- **Zaque Support Group:** Presented the musical production 'RENT' in November 2013 – this involved a collaboration between Zaque and MAYTE Theatre and attracted sponsorship support from the Consul General of the United States of America

*Zaque is a social support group for Ballarat's GLBTI (Gay, Lesbian, Bisexual, Transgender and Intersex) young people.*

- **Koorie Youth Programs:** Invested significant resources with the local indigenous youth sector to support initiatives:
- > Establishing the Koorie Youth Hub – located in Main Road Ballarat
  - > Planning the annual Koorie Youth Forum
  - > Fostering strong local partnerships
  - > Developing connections with indigenous young people with a longer term aim to show a pathway from engagement at the Koorie Youth Hub to involvement in wider Youth programs while aligning strongly with Council's efforts to implement the Reconciliation Action Plan

- **SSMART (Surviving Substance Misuse & Alcohol Risk Taking) Network:**
- > Continued our participation in and support for this program which delivers the SSMART ASSK (Alcohol & Substance Survival Knowledge) Program to Year 9 students across Ballarat
  - > Contributed to an ongoing research project being conducted through Federation University to measure the impact of the project and how it can inform us of the issues relating to binge drinking and other drug use in young people in Ballarat

*BYOU is a significant partner in this collaboration. The program educates 1,600 young people annually about the risks and harms of alcohol misuse with the aim of reducing the risks and harms and improving their wellbeing.*

### New Youth Leadership & Engagement Opportunities

- Successfully applied for funding to further resource projects focused on providing young people with opportunities for leadership on current issues relevant for youth, for example: \$30,000 for Media Champs which promotes positive online behaviour to reduce cyber bullying; improving engagement techniques through a \$5,000 Equip Grant to fit out a People & Communities outreach van with equipment suitable to create and enhance 'pop-up' youth spaces in diverse locations such as schools, events and recreation areas – this work really aims to connect with young people on issues that really matter to them

### KINDERGARTEN CAPITAL UPGRADES

- Invested \$1 million in upgrades to seven kindergartens across Ballarat: Buninyong Pre-School, Wendouree Children's Centre, Mt Clear Community Kindergarten, Brown Hill Kindergarten, Delacombe Kindergarten, Sebastopol South Kindergarten and Linda Brown Pre-School

*Council invested over \$1 million. The total investment was \$3.5 million which included a \$2.5 million contribution from the State Government.*

- As a result of these upgrades we increased our licence capacity to 179 kindergarten places across the municipality in our 3-year-old and 4-year-old kindergarten programs

### PARENT PLACE

- Secured our funding to services to encourage breastfeeding and increase support for parents and families

*Parent Place is a welcoming and supportive space for parents and families. It is located in Bridge Mall in central Ballarat.*

## ENGAGING CHILDREN IN DECISION MAKING

- Published 'Engaging Children in Decision Making Guide' in conjunction with the Cities of Brim bank, Maribyrnong, Melton and Wyndham, Kurunjang Primary School and the Western Metro Department of Education and Early Childhood Development (DEECD) – the guide won a Department of Education and Early Childhood Development (DEECD) Early Years Award within the 'Communities that are More Family and Child Friendly' section

## 'KINDERGARDEN' PROJECT

- Developed strategies for creating sustainable natural outdoor spaces for five local community kindergartens in and around Ballarat – 'KinderGarden - Putting the Garden Back into Kindergartens' is a community project with partners including Deakin University, Fleming Nurseries, UnitingCare and the Eureka Community Kindergarten Association (ECKA) – the kindergartens participating in this project include Wendouree Children's Centre and the Mt Clear, Buninyong, Midlands and Miners Rest Kindergartens

## MATERNAL & CHILD HEALTH (M&CH) AND IMMUNISATION

- Conducted 14,382 maternal and child health appointments
- Conducted 178 First Parent Group sessions
- 1,378 new babies were born in Ballarat in 2013-14 – all were offered home visit through the M&CH service
- Achieved M&CH participation rates above the state average in 9 out of 10 age groups.
- Achieved immunisation rates above the state average for all age groups

## RIGHT@HOME RESEARCH PROJECT

- Enrolled 80 families in the Right@Home project.

*Right@Home is a three-year trial extending nurse home visits to expectant and new parents. A partnership between the Australian Research Alliance for Children and Youth (ARACY), the Murdoch Children's Research Institute and the University of NSW, the trial is being undertaken in the cities of Ballarat, Whittlesea, Dandenong and Frankston.*

## INCLUSIVE PLAY SPACE

- Undertook a comprehensive community consultation in September and October 2013 with various community groups, schools, committees and parent support groups – almost 400 people participated in the consultation process via face-to-face and online surveys

*This consultation emphasised to Council the importance of the project to the community. A particular focus of this work was to engage people with a disability and their families into the community planning that will influence their ability to participate in recreational and social activities in the community.*

- Developed a Concept Plan drawing on data collected as part of the community consultation process – this Concept Plan has assisted in securing funding from Regional Development Victoria, Central Highlands Water and the Municipal Association of Victoria Shade Grants program

## RURAL ACCESS

- Hosted world-renowned pro chair skater surfer Christiaan 'Otter' Bailey as part of National Youth Week activities to empower young people with and without a disability – this was a collaborative effort between the Youth Services and Rural Access Teams

## SAILS (SOCIAL, ACTIVITIES, INTEREST, LEISURE, SUPPORT) PROGRAM

- Provided 6,706 hours of social support including gentle exercise and Tai Chi classes to 66 socially isolated seniors
- Provided meeting space to 30 local community groups at Kohinoor Community Centre
- Worked with 18 local community groups and agencies to support 33 people with an intellectual disability participate in their local community:  
South Ballarat Senior Citizens, Crompton Street Community Centre, Ballarat Community Gardens, Barkly Street Men's Shed, Holy Trinity Church, Peel Street Church, BRACE, Riding for the Disabled, McCallum Disability Services, St Patrick's Primary School, Mt Clear Secondary College, Australian Conservation Volunteers, St Lawrence, Ballarat South Community Hub, local knitting groups, Wendouree Neighbourhood House and City of Ballarat's Meals on Wheels
- Worked closely with three local training organisations to provide mentoring and work placements for 12 local students – this provided 2,160 hours of supported work placements for local disability students
- Provided work experience and volunteer opportunities for 11 volunteers
- Partnered with a team of local film-makers with a disability from Production House Films to produce a DVD version of the programs handbook for people with limited literacy skills

## DEAF ACCESS

(ALL REFERENCES INCLUDE PEOPLE WHO ARE DEAF OR HARD OF HEARING)

- **Cinema Access:** Worked with Regent Cinemas Ballarat:
  - > Implemented a trial of open captions screenings – this attracted people from outside the area travelling to attend these sessions with their families and friends
  - > Established a partnership to undertake a research project with Arts Access Australia – this project would

look at the current state of accessible cinema in Australia, including attitudes and barriers for both the audience and the industry

- Auslan (Australian Sign Language) Interpreters
  - > Provided Auslan interpreters at major Ballarat community events to increase participation by people who are deaf and encourage better community connections: Christmas Street Party, Harmony Fest, Begonia Festival and Heritage Weekend
  - > Worked in partnership to provide an Auslan Interpreted Program of Events at Sovereign Hill in May that included the evening Light and Sound Show, 'Blood on the Southern Cross' and daytime activities including the diggings tour, the red soldiers' presentation and sweet making – over 100 people from across Victoria attended the evening show and 50 took part in the daytime activities

*This initiative was a partnership between Sovereign Hill, DeafAccess Grampians and Auslan Stage Left*

## HOME AND COMMUNITY CARE (HACC)

- Increased the number of Small Group Mobile Planned Activity Groups – currently running 10 groups with 30 residents – excellent feedback from those group members and the carers
- Initiated a Podiatry Pilot Project which involved training all 88 Community Care Workers (CCW), Coordinators and Assessment staff and working with Ballarat District Nursing & Healthcare and Ballarat Community Health Podiatry staff to educate staff to use a client checklist for foot care problems – this will enable the service to provide early intervention and minimise foot health risks to HACC recipients
- Initiated a pilot project for trialling new documents to assist in the annual screening of all clients – this covers 3,000 current clients
- Introduced a new transport program to assist local seniors to attend Senior Citizens Clubs – Community Care Workers



provide transport for 35 seniors to five clubs three times a week

- Expanded our monthly Community Meals Program with two new groups commencing for residents in Cardigan Cardigan Village and Miners Rest, each with an average of 25 participants – the Learmonth Group continued to grow and now averages 30 participants each month
- Supported a Community Meals Group for the 'Hard To Engage Clients Project' partnering with the Salvation Army Men's Shed to provide a 'Blokes Lunch' program with on average 30 participants each week
- Expanded our Assessment Services Team with two new positions including a Senior Assessment worker and a Care Manager to assist the HACC program to provide some much-needed short-term case management

## CAPITAL UPGRADES TO COMMUNITY SPORT & RECREATION FACILITIES

- **Netball Facilities at Alfredton and Mt Clear:** Completed works including the construction of shelters and lighting and provision of storage.
- **Buninyong Bowls Club:** Completed upgrade works at the clubhouse
- **St George's Pavilion:** Completed upgrade works including duplication of the changing areas and clubroom facilities to provide change facilities for female athletes and those playing soccer in the area
- **Indoor Sports Stadiums Capital Improvements:** Completed a large program of capital works at the Eastwood Leisure Centre to benefit a range of sports including Basketball, Badminton, Netball, Table Tennis and Tennis – these projects were identified as part of a collaboration with the indoor centres
- **Olympic Rings Precinct Development Project:** Carried out upgrades including soft and hard landscaping, irrigation, a drinking fountain, a flagpole and bluestone borders – this precinct, which highlights the start of the Olympic rowing

## FAST STATS- HACC

2,150 new referrals  
 3,258 clients received 50,292 hours of domestic assistance  
 9,586 hours of personal care assistance  
 11,868 hours of respite  
 75,410 meals delivered to residents by 140 volunteers and 7 community groups  
 3,154 hours of home maintenance support  
 1,664 hours of Occupational Therapy support  
 6,906 hours of social programs in either large or small groups in the community  
 6,744 hours of Living at Home Assessments  
 10 community agencies brokered 3,738 hours of domestic assistance, 1,682 hours of personal care and 129 hours of respite for their 627 clients

course on Lake Wendouree, recognises and celebrates our City's proud Olympic tradition and representation at the Olympics and proudly profiles every Ballarat Olympian

## EMERGENCY MANAGEMENT

- **Municipal Emergency Management Plan:** Achieved 'best practice' in 22 of the 24 audit areas – The Plan was audited in late 2013 by an independent panel as required every three years
- **Safety Awareness:** Developed and delivered public education programs to increase community resilience against hazards of a natural and manmade nature
- **Emergency Management Plans:** Continued the review and update of existing Plans including all support and sub-plans

## COMMUNITY ENGAGEMENT

This is covered on pages 32 & 33

## COMMUNITY SAFETY

- Reviewed and updated the Community Safety Strategic Plan including consultation with key community safety stakeholders
- Increased promotion of the 'Community Charter for the Prevention of Violence Against Women' with signing opportunities at Commerce Ballarat's 'Tradies' Drive-Thru Breakfast', Gekko Systems, Rural Lifestyle Expo, Sovereign Hill, The Courier and White Ribbon Day – we also produced a Charter information pack

## COMMUNITY GARDENS

- Produced a booklet, 'A Guide to Community Gardens' to assist community groups become involved in current gardens or set up a new community garden

## HEALTH PROMOTION

- Successfully applied for a \$10,000 VicHealth grant to assist seven local primary schools deliver the VicHealth Walk to School Program in November 2013 - we reached 25% of the local primary student population
- In conjunction with Ballarat Community Health, supervised students from Monash University to undertake a food mapping project identifying areas of Ballarat where residents may be more vulnerable to food insecurity

## RAISING COMMUNITY AWARENESS ABOUT GAMBLING

- Facilitated a forum, 'Exploring the Community Impacts of Poker Machines' which was attended by 30 people including Councillors, representatives from community organisations and the general public – we presented the findings of an extensive research project coordinated by the Victorian Local Governance Association (VLGA) and supported by 29 councils

- Launched the 'Gambling is Not Our Game' media clip as part of Responsible Gambling Awareness Week – this which was shown on TV, radio and online and featured local sporting identities from golf, football, netball, basketball, soccer, lawn bowls and Ballarat Ultimate clubs – it was developed in partnership with Central Highlands Primary Care Partnership, Child and Family Services and Sports Central

## HEALTH PARTNERS AGREEMENT

- Initiated discussions with strategic health partners including Department of Health, Ballarat Community Health, Ballarat Health Services, Central Highlands Primary Care Partnership, Women's Health Grampians, Sports Central and YMCA to develop a collaborative strategic document – this document addresses shared health and wellbeing priorities including physical activity, healthy food, reducing smoking, gender equity and preventing violence against women

## SOCIAL RESEARCH

- Undertook the Lucas Community Hub Feasibility Study and Concept Plan
- Produced a series of fact sheets which profile statistics on the health and wellbeing of Ballarat residents

## COMMUNITY IMPACT GRANTS

- Allocated over \$300,000 through the Community Impact Grants Committee to 70 community groups

## OUR CHALLENGES

### In 2013-14 we faced the following challenges:

- Continuing to learn how best to engage with and value Ballarat's diverse communities
- Delivering efficient and effective services to best meet the needs of both Early Years and Home and Community Care clients
- Evolving the facilities and services of our three libraries to support lifelong learning within our community
- Continuing to collaborate with the youth community and sector to develop innovative and engaging programs
- Working collaboratively with the health and wellbeing sector to address major health priorities
- Continuing to promote and support all-inclusive access to events, facilities and public spaces
- Ensuring timely, effective and supportive responses to an increasing number of emergency situations due to climate variability
- Completing construction and delivery of major sporting and aquatic facilities within budget and to schedule

## LOOKING AHEAD

### In 2014-15 we are committed to the following, as outlined in the Council Plan 2013-17:








- Establishing new Early Years facilities in the new suburb of Lucas and the township of Miners Rest
- Broadening the scope of the Engaging Communities Program to include additional locations
- Expanding our Library Programs with a focus on improving digital literacy for our residents
- Delivering a facility and services for parents of young children through the Parent Place
- Supporting the application and provision of over \$300,000 in community grants
- Collaborating with the health and wellbeing sector to address health priorities
- Delivering and supporting community events and programs that celebrate early years, youth and cultural and gender diversity, and that promote the Prevention of Violence Against Women
- Conducting assessment exercises that test the capacity of our response to emergency situations






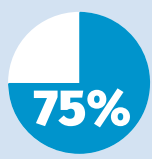










# STRATEGIES AND ACTIONS -

## TO DELIVER HEALTH AND WELLBEING OUTCOMES

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
<p>Support community connectedness</p> <p>Encourage people to actively participate in community life</p>	<p>Develop and implement community/ neighbourhood planning initiatives in partnership with the community</p>	<p>Establish a Township Empowerment Program for the three townships of Miners Rest, Learmonth and Buninyong to facilitate and seed a local neighbourhood investment program</p>	<p>Established a Community Action Team in each of the three townships</p> <p>Received significant input from each community which has informed an action plan for each township based on their respective priorities</p>	<p>100%</p>
		<p>Review the Township Empowerment Program and investigate the application of the program to other areas of the City</p>	<p>Completed – presented to the Council Assembly</p>	<p>100%</p>
		<p>Establish a new Early Years facility at Miners Rest</p>	<p>Sent preferred tender applicant for 'design and construct' to the Contracts Committee for approval</p> <p>Established a works program to ensure the kindergarten will be operating in 2015</p>	<p>50%</p>
		<p>Investigate the viability of establishing a Community Hub at Miners Rest</p>	<p>Completed a Social Infrastructure Plan as part of The Ballarat Strategy process</p>	<p>50%</p>
		<p>Support the Delacombe Chair's Forum and the Wendouree West Neighbourhood Alliance (WWNA) and key stakeholders to implement the Delacombe Community Plan</p>	<p>Ongoing – Senior City of Ballarat staff attend meetings of the Ballarat South Community Hub Governance Group, the Delacombe Chair's Forum and the Wendouree Neighbourhood Alliance</p>	<p>100%</p>






OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
 <p>Support the health and wellbeing of residents at all stages of their lives</p>	<p>Plan, develop and manage programs and facilities which support early years development</p>	<p>Review the current Municipal Early Years Plan and incorporate recommendations into a new Plan for 2013-17</p>	<p>Completed review Developed a draft of new Plan</p>	
		<p>Develop and implement an Early Years Infrastructure Plan 2013-17 including the upgrade of current facilities and design / construction of new kindergartens</p>	<p>Completed</p>	
		<p>Seek partnership funding and support for the Bridge Mall Parent Place</p>	<p>Secured some funding from Ballarat Community Health and other small agencies – staffing to be supported by Centacare and Ballarat Health Services</p>	
		<p>Investigate the viability of establishing a Community Hub at Miners Rest</p>	<p>Completed a Social Infrastructure Plan as part of the Ballarat Strategy process</p>	
		<p>Promote and implement strategies to support good nutrition, improved oral health and increased physical activity through Early Years services and partnerships</p>	<p>Implemented Healthy Together Victoria Program in all Council-owned children's centres</p>	
		<p>Develop and implement an Early Years Literacy and Numeracy Strategy in partnership with stakeholders</p>	<p>Completed Strategy</p>	

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
	<b>Facilitate greater participation in sports and recreation for people of all ages and abilities</b>	Plan, design and construct a 50 metre indoor heated pool with indoor aquatic play space elements at the Ballarat Aquatics Centre	<p>Completed the 'design and construct' tender process in late 2013 and appointed the contract in early 2014</p> <p>Commenced early works at the site</p>	
		Plan, design and construct a 50 metre indoor heated pool with indoor aquatic play space elements at the Ballarat Aquatics Centre	<p>Developed a partnership with the Touched By Olivia Foundation</p> <p>Developed a Funding Implementation Plan</p> <p>Completed a Regional Development Victoria grant application</p>	
Engage with the community to plan and deliver a neighbourhood water play facility in conjunction with the decommissioning of the Wendouree outdoor pool		<p>Completed community consultation in late 2013</p> <p>Completed demolition of the pool – the site is now being used as a water storage facility</p> <p>Completed construction of a neighbourhood water play facility at Midlands Reserve in January 2014</p>		
Undertake upgrades to the visitor amenities at the Eureka outdoor pool		Completed		
Finalise and implement a Sports and Recreation Strategy		Completed and presented to Council for exhibition and comment		
Complete projects as outlined in the Five-Year Recreational Asset Program		Commenced all projects outlined in the program – work will be ongoing for next five years		

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
		<p>Encourage the development of family-friendly sporting clubs by reviewing Council's Occupancy Agreements for recreation reserves and facilities to include clear guidelines for smoking, responsible service and supply of alcohol, and gaming</p>	<p>Completed the review – work will be ongoing for the period of the Council Plan</p>	
	<p><b>Facilitate greater participation in sports and recreation for people of all ages and abilities</b></p>	<p>Work with community groups and agencies to support the promotion and development of physical activity programs including the use of cycling and walking trails delivered through the implementation of the Ballarat Bicycle Strategy 2008 – review the current strategy and adopt the revised 2014-19 Strategy</p>	<p>Presented a draft Bike Strategy to Council following significant public consultation</p>	
		<p>Work with the current stakeholder and tenants of the Hollioake Park Precinct to prepare a Precinct Master Plan for future indoor sport redevelopment options</p>	<p>Commenced stakeholder workshops</p>	
		<p>Plan and advocate with all indoor sporting associations and stakeholders for an integrated solution for indoor sport</p>	<p>Commenced ongoing stakeholder discussions and workshops that have identified works and projects in each facility</p>	
		<p>Undertake background research to investigate the requirements for developing a Regional Motorsport Facility</p>	<p>Established a Regional Motorsport Forum and working group in 2013 – ongoing regular meetings and discussion</p> <p>Completed preliminary drawings and designs for each section of the facility</p>	



OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
	<p>Deliver a range of services and facilities to older adults and people requiring care to support their participation in the community and independent living</p>	<p>Review the Positive Ageing Strategy 2008-13 and incorporate findings into a new Strategy for 2013-17</p>	<p>Commenced the review</p> <p>Developed an Active Lifestyle Ambassador Program with Ambassadors from each Ward</p>	
	<p>Deliver a range of services and facilities to older adults and people requiring care to support their participation in the community and independent living</p>	<p>Continue the delivery of the Active Service Model for Home and Community Care clients to maximise their mobility, physical activity and quality of life</p>	<p>Completed a client satisfaction survey in 2013</p> <p>Commenced a Small Social Group Program to reconnect older residents into their local community</p> <p>In partnership with Ballarat Community Health Centre (BCHC), developed the Podiatry Project where Community Care Workers (CCWs) are trained by a Podiatrist to assist clients with foot care in their own home</p> <p>In partnership with BCHC (following the model for the Podiatry Project), explored implementing a Physiotherapy Project where CCWs are trained by a Physiotherapist to assist clients with exercise programs in their own home</p> <p>Implemented a new model of Education and Support that supports Seniors Clubs and Groups to be as independent as possible by working with the group and not doing for the group</p>	







OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
		Expand Library Outreach services to Ballarat's aged care facilities	Commenced Home Library Service delivery via the outreach van for clients in nursing homes in 2014	
		Monitor demand and diversity of Home and Community Care clients to ensure delivery of an efficient and nutritious home-delivered meals service	<p>Developed a partnership with BCHC to streamline the referral pathway – to ensure Meals on Wheels (MOW) Program clients who are identified as 'at nutritional risk' are referred to the Dietician / Nutritionist / Diabetic specialist within three weeks of commencing the MOW Program</p> <p>Expanded the Community Group Meals Program</p> <p>Developed a training program for MOW volunteers to better support MOW recipients and to identify people at risk in their homes</p> <p>Assessed each MOW recipient's ability to undertake their own meal preparation with advice and support from an Occupational Therapist</p>	
<p><b>Support the health and wellbeing of residents at all stages of their lives</b></p>	<p><b>Deliver initiatives which build capacity and promote healthy behaviours in young people</b></p>	Develop and implement a new Youth Strategy 2013-17	Completed a draft document – this will now become part of the People and Communities Strategy	
		Conduct a feasibility study for the development of a Youth Precinct	Currently on hold while Youth Services establishes service delivery from a base at the Ballarat Library	
<p><b>Encourage people to actively participate in community life</b></p>		Support the youth sector to address local priority youth issues including bullying, alcohol and substance misuse, family and relationship breakdown, and mental health impacts on young people	Currently progressing through realignment of priorities, planning and allocation of resources to complement new Youth Services Business Operating Plan 2014-17	

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
			<p>Continued as an active partner in the Smart Assk Program (an alcohol education awareness program)</p> <p>Worked closely with headspace Ballarat on programs</p> <p>Continued planning around Positive Youth Development Programs</p> <p>Commenced a series of forums on key youth issues – series to be continued (one per year)</p>	
<p><b>Plan for the health and wellbeing needs of the community</b></p> <p><b>Facilitate personal and community safety</b></p> <p><b>Support the health and wellbeing of residents at all stages of their lives</b></p>	<p><b>Develop health planning and promotion programs and policies that support personal health and wellbeing</b></p>	<p>Continue to advocate to reduce the number of Electronic Gaming Machines (EGM) in Ballarat</p>	<p>Prepared information for a meeting with the Minister for Liquor and Gaming Regulation</p>	<b>100%</b>
		<p>Maintain support for responsible gambling initiatives and promote community awareness of problem gambling through facilitation of the Ballarat Responsible Gambling Committee (BRGC)</p>	<p>Facilitated one official BRGC meeting and a number of sub-group meetings</p>	<b>100%</b>
		<p>Develop a clear policy position for Council to tackle alcohol-related harm and manage responses to liquor licence applications</p>	<p>Endorsed the Alcohol Mapping Report – prepared by the Community Safety Advisory Committee in 2013</p>	<b>0%</b>
		<p>Support community initiatives that increase access to healthy food and develop knowledge and skills around healthy eating</p>	<p>Endorsed the Community Gardens Policy in 2013</p> <p>See also achievements re Meals on Wheels program above</p>	<b>100%</b>
<p><b>Support the health and wellbeing of residents at all stages of their lives</b></p>	<p><b>Plan for and consult with stakeholders to ensure access and inclusion for all</b></p>	<p>Review the Disability Access and Inclusion Plan 2011-13 and incorporate findings into a new Plan for 2013-17</p>	<p>Completed a review of the Plan including a consultation process with the Disability Advisory Group and included the findings into the new Plan</p>	<b>100%</b>

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
<p>Support the health and wellbeing of residents at all stages of their lives</p> <p>Facilitate personal and community safety</p>	<p>Develop and implement policies and programs to promote community safety and personal wellbeing</p>	<p>Determine Council's role in the development and implementation of the National Disability Insurance Scheme (NDIS)</p>	<p>The NDIS pilot program has commenced in the Barwon region with a review to occur in 2016 – currently assessing our role in this service</p>	<p>50%</p>
		<p>Review the Community Safety Action Plan 2008-13 and incorporate findings into a new Plan for 2013-17</p>	<p>Held two stakeholder sessions in 2013</p> <p>Considered new draft plan – prepared by the Community Safety Advisory Committee in 2014</p>	<p>100%</p>
		<p>Progress promotion and implementation of the Community Charter for the Prevention of Violence Against Women</p>	<p>Adopted Family Violence Position Statement in 2013</p> <p>Held a White Ribbon Day Oath Swearing and Charter activities in 2013</p>	<p>100%</p>
<p>Support the health and wellbeing and cultural needs of residents</p> <p>Encourage people to actively participate in community life</p>	<p>Acknowledge, support and value cultural diversity</p>	<p>Review and update the Cultural Diversity Strategy 2009-14</p>	<p>Completed 96% of actions in the Strategy – in response to community consultation the Plan will be updated in 2014</p>	<p>100%</p>
		<p>Pilot a Welcome Desk at the Ballarat Library and Community Hub in partnership with Ballarat Community Health Centre, Centre for Multicultural Youth and Ballarat Regional Multicultural Council</p>	<p>In collaboration with Ballarat Community Health, Centre for Multicultural Youth and Ballarat Regional Multicultural Council, established a Multicultural Information Place (MIP) desk at the Ballarat Library</p>	<p>100%</p>
		<p>Increase engagement and participation in the multicultural community through the Multicultural Ambassadors Program</p>	<p>Completed recruitment and selection of the incoming Multicultural Ambassadors 2014-16</p> <p>Commenced training for Multicultural Ambassadors in February 2014 – ongoing to November 2014</p>	<p>100%</p>
		<p>Implement service delivery as the regional certifying body for visa applications</p>	<p>Implemented</p>	<p>100%</p>
		<p>Review the Reconciliation Action Plan 2011-13 and incorporate findings into a new Plan from 2014</p>	<p>Completed – new Plan launched during NAIDOC Week in July 2014</p>	<p>100%</p>

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
		Explore further options to sustain the Culturally and Linguistically Diverse Careers Education (CALD) Program	Currently in discussion with DEEWR (for \$29,000 grant), Centacare, Ballarat Regional Multicultural Council (BRMC) and Next Steps to partner and facilitate the Industry Engagement Phase of the program	100%
		Facilitate international cultural connections to strengthen harmony within the community, including Friends of Ainara and the Inagawa Sister City Exchange Program	Currently on track – programs, initiatives and resourcing of the various Council Committees Koorie Engagement Action Group (KEAG), Intercultural Advisory Committee, Ainara)  Currently facilitating community engagement activities to consult concerned communities – work ongoing	100%
	<b>Cultivate partnerships to address local health and wellbeing issues effectively and equitably</b>	Develop and implement a Health and Wellbeing Partnership Plan in conjunction with key stakeholders, such as the Department of Health and other local health and welfare service providers	Completed Health & Wellbeing fact sheets  Currently engaging in key stakeholder engagement	100%
		Develop and implement a Community Engagement and Evaluation Plan to ensure the local community is involved in the implementation and appraisal of the Council Plan and the development of the following plan	Commenced – work ongoing into 2014-15	50%
	<b>Determine Council's role in the provision of social housing</b>	In partnership with Department of Human Services, develop a Social Housing Plan for Council with stakeholder consultation that articulates Council's role and facilitates provision of social housing in the municipality	Presented to People & Communities Portfolio Councillors in 2013 – Plan to be considered as part of The Ballarat Strategy process	50%

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
<p>Encourage people to actively participate in community life</p> <p>Support community connectedness</p>	Facilitate opportunities for community capacity building	Support and build capacity of community groups and members through the provision of community grants	2013-14 fund fully allocated	100%
		Investigate how we can enhance community connectedness through Council's Volunteer Program	<p>Continued to promote and attract volunteers for existing programs such as Meals on Wheels, Art Gallery, Home Library, Parent Place – commenced extending this to Council events and festivals</p> <p>Continued annual recognition of volunteers</p> <p>Continued development of volunteering programs</p> <p>Continued to work closely with United Way</p> <p>Continued to promote our corporate social responsibility via employee volunteering</p>	100%
Encourage people to actively participate in community life	Foster community pride and participation through delivery of community events	Plan, develop and deliver an annual Calendar of Community Events that caters for different life cycle needs, backgrounds and abilities and considers accessibility, health and wellbeing requirements	Established an annual Calendar of Events for 2014 including community events and broader events of significance	100%
Support the health and wellbeing, lifelong learning and cultural needs of residents at all stages of their lives	Provide and promote services and initiatives which encourage lifelong learning	Implement the Library Services Strategic Plan 2012-17 including establishing a Digital Literacy Program	<p>Achieved 30 of the 44 actions in the Plan – the remaining 14 are on track to be completed by 2017</p> <p>Implemented a successful Digital Literacy Program as part of the Digital Hub at the Ballarat Library</p>	75%
		Develop a feasibility study and project plan for the design and construction of a Regional Archives Centre	Commenced – ongoing	75%
		Complete feasibility processes for a Ballarat Library/ Community Hub and a Sebastopol Library/ Community Hub	Completed	100%

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
		Provide Radio Frequency Identification (RFID) technology to facilitate the throughput and self-checkout of library materials	Commenced – further implementation planned for 2014-15	
<div data-bbox="55 593 303 840" style="background-color: #e67e22; color: white; border-radius: 50%; padding: 10px; display: inline-block; text-align: center;">                     Create resilient communities                 </div>  <div data-bbox="55 862 303 1108" style="background-color: #e67e22; color: white; border-radius: 50%; padding: 10px; display: inline-block; text-align: center;">                     Facilitate personal and community safety                 </div>	<b>Plan for and provide effective emergency services and support, including adaptation measures for climate change</b>	Review the Municipal Emergency Management Plan 2010-13 and associated Fire, Flood and Emergency Risk Assessment Plans	Completed review and audit – the audit report states that 22 of the 23 domains reflect best practice	
		Compile, maintain and promote a list of vulnerable residents who require tailored advice, information and assistance regarding evacuation – for use by appropriate authorities	Established a list based on assessment of clients – this list sits on central Municipal Emergency Coordination Centre (MEEC) software and is available to VicPol as required	
		Promote awareness of climate change and the risks to those most vulnerable	Developed print material to educate residents about a range of risks including heatwave, fire and floods	



# HER MAJESTY'S THEATRE




# DESTINATION & ECONOMY



**We imagine Ballarat as a city with a prosperous, growing economy that attracts and retains innovative businesses and enterprises that employ a highly skilled local workforce, attracts new residents and promotes the city's unique heritage and vibrant cultural life.**





We impact the health and wellbeing of our community by promoting arts and culture, employment and business development and major projects.

We influence social, built and economic environments.

# OUR COMMITMENT TO HEALTH AND WELLBEING

We are contributing to developing a thriving regional economy resulting in improved and inclusive employment and education opportunities.



Supported expansion and investment attraction to the Ballarat Technology Park



Developed major sporting projects such as the Ballarat Regional Soccer Facility

We are working towards better access to active and sustainable transport options in the CBD.



Developed an Urban Renewal Master Plan for the Ballarat Railway Station Precinct

We are working towards creating enhanced employment opportunities through major projects such as the Ballarat Western Link Road and the Ballarat West Employment Zone.



Developed key projects in the Ballarat West Employment Zone including the freight facility, innovation centre and bio-energy facility

We are working towards improved community cohesiveness, social connections and cultural expression through participation in the arts, culture and community events.



Provided cultural events through Her Majesty's Theatre program



Developed special exhibitions and programs through the Art Gallery of Ballarat and the Museum of Australian Democracy at Eureka (M.A.D.E.)



Delivered and supported major community events including the Begonia Festival, Heritage Weekend and Christmas celebrations



# OUR ACHIEVEMENTS 2013-14

## BALLARAT WEST EMPLOYMENT ZONE (BWEZ)

- BWEZ received \$30.2 million in State and Council funding to deliver the first stage of development of a 630-hectare site in Ballarat's West – on completion the BWEZ will deliver 9,000 jobs and up to \$5 billion in economic output annually

## ECONOMIC STRATEGY 2010-14

- We implemented the Economic Strategy 2010-14 to drive investment and employment creation for the City this included achieving \$9 million in funding from the Federal Government for the Intermodal Freight Hub at BWEZ

## CAR PARKING

- In conjunction with Ballarat Health Services, we delivered 98 car parking spaces through a multi-storey car park (funded through a partnership with Ballarat Health Services)

## MAJOR COMMUNITY EVENTS

- 103,000 people attended our community events including the Ballarat Begonia Festival, Heritage Weekend, Summer Sundays, Christmas Street Party and Australia Day

### 2014 Ballarat Begonia Festival

- Largest attendance in its 62-year history
- 45,000 visitors (1/3 attended more than one day)
- 48% increase compared with 2013

- 12,725 tourists = economic impact of \$3,176,586
- 97% rated the event as good/very good
- 97% said they would come again
- Removal of the entry fee to the conservatory display resulted in 18,000 visitors to the display during the festival weekend
- The apprentice display of planted reindeer that formed part of the festival gardens display was later taken to the Melbourne International Flower and Garden Show

## BALLARAT REGIONAL SOCCER FACILITY

- Works were completed on the second stage of the Pavilion as well as a second synthetic pitch and a turf show pitch – games commenced on-site in May 2014

## ARMSTRONG STREET NORTH UPGRADE

- In conjunction with Regional Development Victoria works were completed including the removal of centre median parking to make the street safer for pedestrians and improve walkability

## BALLARAT RAILWAY STATION PRECINCT MASTER PLAN

- We supported the development of this Master Plan – the Plan provides a vision for the precinct for the next 50 years that will integrate with City of Ballarat's vision for the revitalisation of the CBD

### AULD LANG SYNE EXHIBITION

- Images of Scottish Australia from First Fleet to Federation ran from 11 April to 27 July 2014 – a total of 18,366 visitors

### MAJOR INTERNATIONAL AND NATIONAL EVENTS

- Worked with Ballarat Regional Tourism to secure Ironman 70.3 Ballarat for a three-year deal with Ironman Asia Pacific – the one-day event, part of the exclusive 70.3 event series, will bring around 1,400 competitors, their families, friends and support teams and international media coverage of the Lake Wendouree Precinct and Avenue of Honour – the first event will be held in November 2014

Worked with Ballarat Regional Tourism to secure the World Rowing Masters Regatta 2014 – the event will be held in October 2014

Held another successful Cycling Australia Road National Championships in January 2014 – this year's event attracted Tour De France winner Cadel Evans and brought an unprecedented number of spectators and media coverage

### DESTINATION MANAGEMENT PLAN

- Ballarat Regional Tourism developed a Destination Management Plan – the Plan provides an essential road map for future investment making it was of the most important pieces of tourism work to be undertaken in the region for many years

*The Destination Management Plan (DMP) is a comprehensive audit of tourism product, assets, infrastructure and attractions across the region, including a review of tourism trends and an analysis of what tourists will be looking for into the future. Having a robust DMP is essential if Ballarat is to qualify for future government funding. Increasingly only tourism projects identified through a DMP process are being funded.*

### TOURISM DIGITAL STRATEGY

- Ballarat Regional Tourism has developed a wider range of product and has started marketing its product in a more targeted and personalised manner
- As part of their Digital Strategy, Ballarat Regional Tourism identified and implemented a new platform which will allow the digital tools to be mobile enabled, responsive and personalised, instinctively understanding and tailoring the right information to each potential visitor and engaging them throughout their planning, booking, visiting and remembering stages

*The Digital Strategy addresses the various ways BRT can interact with tourists and potential tourists online, throughout the entirety of their travel journey.*

### VISITATION STATISTICS

- Domestic overnight visitors increased by 3.2%
- Domestic day trip visitors increased by 12.9%
- The average spend of domestic overnight visitors increased by 13.6% (this increase goes against a wider trend)

### PLANNING APPLICATIONS

- 76% were completed within the statutory time frame

### VCAT DECISIONS APPROVED

- \$6 million residential development in Creswick Road
- NBN tower in Bell Avenue
- \$1.15 million redevelopment of the Ballarat Trotting Club & Flying Horse

### DELEGATION

- Various commercial/retail permits were issued facilitating the development of the Lucas Activity Centre

Various subdivision permits issued to facilitate the development of the Lucas Estate and Ballarat West Precinct Structure Plan

\$2.8 million residential development in Skipton Street

Residential zone reforms implemented a new suite of zones for the City of Ballarat



## OUR CHALLENGES

### In 2013-14 we faced the following challenges:

- Maintaining transit times and the beautiful heritage of our City while facilitating more people to live here
- Driving innovation to deliver high-value jobs for Ballarat residents into the future and supporting opportunities for Ballarat to lead the way in new technologies that will deliver high-value jobs
- Ensuring the community events program attracts and caters for a wide cross-section of the Ballarat community
- Delivering a Live Music Strategy that capitalises on our rich music culture
- As the Capital of Western Victoria, fulfilling the role of providing superior arts, culture and tourism experiences through our exceptional assets and programming

## LOOKING AHEAD



### In 2014-15 we are committed to the following, as outlined in the Council Plan 2013-17:

- Completing the Ballarat Strategy
- Using the findings from the Ballarat Strategy for incorporation into the Planning Scheme
- Finalising the Sustainable Transport Strategy
- Improving planning permit approval times
- Delivering an exceptional Arts and Culture Program
- Working with stakeholders to determine a preferred outcome for the adaptive re-use of the Civic Hall
- Planning for the development of the Emergency Services Hub
- Master Planning for the Ballarat West Employment Zone (BWEZ)
- Commencing works to deliver on the Railway Station Precinct Master Plan






# STRATEGIES AND ACTIONS -

## TO DELIVER HEALTH AND WELLBEING OUTCOMES

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
<p>Promote sustainable economic development</p> <p>Initiate and support major infrastructure projects</p>	<p>Promote and support industries and businesses to enhance economic prosperity and employment opportunities</p>	<p>Develop and implement an Economic Strategy in partnership with industry that builds on Ballarat's key strengths and drivers, encourages innovation and takes an industry sector approach to business investment, attraction and retention</p>	<p>Commenced the Economic Strategy (tender and award) – to be completed in 2014-15</p>	
		<p>Develop key projects including the freight facility, innovation centre and bio-energy facility at the Ballarat West Employment Zone (BWEZ)</p>	<p>Successfully advanced Stage 1 of the BWEZ – achieving \$30.2 million combined State and Council funding – Stage 1 includes the release of land and road infrastructure to support the 3 key projects</p> <p>The Intermodal Freight Hub achieved \$9 million from the Federal Budget – this 16 hectare road freight handling facility is designed to reduce business costs by improving transport productivity while servicing current and future freight demands for Ballarat and the surrounding region</p>	
		<p>Support expansion and investment attraction activities of the Ballarat Technology Park expansion at Mt Helen and into the CBD</p>	<p>Expansion into the Ballarat CBD commenced – the first building was opened by Premier Napthine</p>	
		<p>Maximise local participation in economic development opportunities through the Ballarat Industry Participation Plan (Council's procurement process)</p>	<p>Implemented</p>	



OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
Initiate and support major infrastructure projects		Implement a development facilitation resource to assist and fast track significant investment opportunities within the city	Implemented	100%
	Determine and deliver a preferred option for the Civic Hall site	Finalise a development option for the site and progress project design and delivery of the Civic Hall Project	Under way – includes providing a site for the potential government services relocation	50%
Promote sustainable economic development	Plan and develop major projects to encourage economic growth and sustainable use of facilities	Support the appointed operator of the Livestock Selling Centre to deliver the centre redevelopment project	Currently supporting the operator in progressing the development plan for the new site	50%
		In conjunction with the Ballarat Agricultural and Pastoral Society, determine the feasibility of the showgrounds and develop long-term facility options	Held discussions with the Ballarat Agricultural and Pastoral Society to consider options including relocation from the current site	50%
Initiate and support major infrastructure projects	Plan and develop major projects to encourage economic growth and sustainable use of facilities	In conjunction with the Ballarat Agricultural and Pastoral Society advocate for partnership funding for the possible relocation and or redevelopment of the showgrounds	Have considered partnerships and are currently progressing – with the possible goal of relocation	50%
		Develop an integrated Ballarat Hospital Precinct Master Plan and Economic Activation Plan that supports the future development of the precinct	Currently formulating an integrated web presence that will draw together the aspirations of all stakeholders within the precinct  Outlined the scope of the Master Plan and currently working closely with Committee for Ballarat to advance	
Promote sustainable economic development				

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
		Implement the Ballarat Airport Master Plan including: <ul style="list-style-type: none"> <li>· Review management of the airport and recommend alternative operational models</li> <li>· Investigate commercialisation and business models</li> <li>· Continue to enhance aviation expansion opportunities including tourism, economic and community use</li> <li>· Ensure strong linkages and integration with the Ballarat West Employment Zone (BWEZ)</li> </ul>	Report presented to the Audit Committee in March 2014 on the operation, management, risk, and process of the Ballarat Airport – possible operational models were included in the report.  The BWEZ Master Plan included the following elements to protect and enhance the Ballarat Airport: <ul style="list-style-type: none"> <li>· Incorporated land use</li> <li>· Hydrology and drainage management</li> <li>· Preserved land for the runway extension</li> <li>· Measures to protect flight paths from encroachment</li> </ul>	
		Deliver the Ballarat Regional Soccer Facility Project including sourcing funding to complete Stage 2 in time for the Asian Cup pre-competition in 2014	Completed (excluding social fit out) – the facility has been announced as an official training venue for the Asian Cup 2015	
	<b>Develop a vision for the redevelopment of Ballarat Railway Station in partnership with key state authorities</b>	Develop an Urban Renewal Master Plan for the Ballarat Railway Station Precinct with focus on precinct redevelopment, parking, regional linkages, economic opportunities and mixed use	Completed – launched by Premier Napthine in May 2014	

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
<p><b>Improve Ballarat's tourism product</b></p> <p><b>Support festivals and community events</b></p> <p><b>Foster a diverse arts and culture sector</b></p>	<p><b>Promote and support Ballarat as a vibrant tourist destination</b></p>	Market Ballarat as a premium tourist destination	In conjunction with Ballarat Regional Tourism, currently marketing Ballarat as a premium regional tourism destination – this work is ongoing	<b>100%</b>
		Develop a Destination Management Plan that provides a strategic review of the region's long-term tourism infrastructure needs	Completed – this plan was produced in conjunction with Ballarat Regional Tourism (BRT)	<b>100%</b>
		Deliver a permanent facility for the Visitor Information Centre (VIC)	Currently considering the future needs for a VIC in light of changing visitation patterns	<b>50%</b>
		Deliver a Tourism Events Program for Ballarat	Completed the Events Strategy – to be implemented each year from 2014	<b>50%</b>
		Deliver best practice tourism attraction and retention activities	In conjunction and ongoing with BRT.	<b>50%</b>
		Attract, support and deliver major community events including the Begonia Festival, Heritage Weekend and Christmas celebrations	Achieved very positive results – 103,000 participants in 2013-14	<b>100%</b>
		Establish and consolidate the Museum of Australian Democracy at Eureka (M.A.D.E.) as a significant cultural asset for the city	Completed – operational models to be reviewed in 2014-15	<b>100%</b>
		Conduct the first review of the Service Level Agreement for M.A.D.E.	Commenced – operational arrangements to be finalised in 2014-15	<b>75%</b>

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
Initiate and support major infrastructure projects	Promote and support Ballarat as a destination for premier sporting, cultural and tourism events	Complete the Ballarat Events Precinct Master Plan and seek external funding for key infrastructure elements of the plan	In conjunction with key stakeholders, currently finalising the Master Plan	50%
		Implement the Equine Precinct Master Plan	Currently developing a business case for new on-course stabling at Dowling Forest	25%
		Develop a Sustainable Events Strategy	Scheduled for development in 2014-15	0%
Improve Ballarat's tourism product	Develop the Central Business District to improve connections and create a vital and vibrant heart of the city	Identify priority projects for the CBD according to the CBD Strategy including identified works in Armstrong Street	Completed Armstrong Street works – including \$0.5 million in funding from the State Government	100%
		Develop a Master Plan for the re-use of the School of Mines site	Currently working with Federation University Ballarat to develop a Master Plan for the site	100%
Support festivals and community events	Develop the Central Business District to improve connections and create a vital and vibrant heart of the city	Investigate alternative and active transport options including a Park and Ride Program	Currently discussing alternative transport options as part of the Ballarat Station Precinct Master Plan and as a component of the Sustainable Transport Strategy	25%
		Review the CBD Strategy in relation to access, parking and connectivity in consultation with relevant Council departments and committees	Delivered additional car parking spaces at Ballarat Health Services as the first part of this Strategy and incorporated additional opportunities into the Ballarat Station Precinct Master Plan	50%
		Investigate the provision of a multi-storey car park funded through a public-private partnership	In conjunction with Ballarat Health Services, delivered 98 car parking spaces	50%

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	ACHIEVEMENTS 2013-14	% COMPLETED
<p>Improve Ballarat's tourism product</p> <p>Support festivals and community events</p>	<p>Provide arts and cultural programs and facilities that enhance community connection and economic development</p>	Implement the Arts and Culture Strategic Plan 2013-17	Commenced	50%
		Implement the Public Art Policy and Master Plan	Commenced	50%
		Investigate establishment of an arts hub, including possible location and business case	Commenced – a number of sites are currently being considered	50%
		Undertake a trial of public realm and private sector space activation	Commenced trial in spaces such as a Unicorn Lane and the Contain Art Project	50%
		Prepare a Music Industry Plan designed to invigorate the live music sector in Ballarat	Commenced research while increasing live music programming locally	25%
		Develop a Functional Business Plan for Her Majesty's Theatre	Commenced	50%
		Develop an Infrastructure Plan and complete Capital Works Program for Her Majesty's Theatre	Completed the Infrastructure Plan – capital works identified in the Plan are now subject to funding	25%
		Deliver the Capital Works Program and the Strategic and Marketing Plans for the Art Gallery of Ballarat and conduct the first review of the Service Level Agreement	<p>Completed the Capital Works Program</p> <p>Currently reviewing the Strategic and Marketing Plans – by the Art Gallery of Ballarat Board</p> <p>Currently reviewing the Service Level Agreement – by the Art Gallery of Ballarat Board</p>	50%

# MANAGING OUR BUSINESS

**We will provide responsive and accessible leadership, engagement and advocacy and deliver efficient services with sound financial management and accountable government practices.**

We impact the health and wellbeing of our community by ensuring efficient, transparent and accountable business management as essential part of democratic governance to enhance community confidence in elected leaders and encourage participation in the decision-making process.

We influence social environments.

# OUR COMMITMENT TO HEALTH AND WELLBEING

We are providing opportunities for citizen engagement, ensuring all Council operations are transparent and accountable, and prioritising the safety and welfare of our workforce.



Improved communications with targeted community groups on Council priorities

We are encouraging and increasing community participation in government processes.



Increased options for community engagement through the Engaging Communities Program (previously the Township Empowerment Program), online surveys and Ballarat Strategy consultations

We are continuing to implement sound monitoring and reporting mechanisms that will give residents confidence that Council is delivering services efficiently and in a transparent manner.



Regular reporting to the Audit Advisory Committee with corporate reporting distributed quarterly

We are continuing to develop policies and initiatives that ensure a better work environment and improved health and wellbeing for our staff.



Increased opportunities for staff involvement in health and wellbeing programs



Continued to provide staff development programs



# OUR ACHIEVEMENTS 2013-14

Our achievements under Managing our Business are mostly reported on elsewhere in this Annual Report in the following sections:

- Health & Safety
- Finance
- Sustainability
- Governance
- Our Staff

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## HIGHLIGHTS

- The creation of the Investment Facilitation Group (IFG) which is made up of relevant cross-divisional officers – it is designed to fast-track major investment projects throughout the organisation to create an 'Open for Business' environment
- Strong lobbying which includes the creation and launch of the Ballarat Regional Capital Plan. This was launched in December 2013 at Parliament House in Melbourne. The document contains all the relevant projects required for the City to become the Capital of Western Victoria
- Ongoing work on the Long-Term Financial Strategy to ensure that Ballarat remains in the medium financial risk category as well as plans for future growth within the City
- The creation and adoption of the 2014-15 Budget which included a reviews rating strategy consistent with community consultation and feedback from the 2013-14 process
- The implementation of the Finance Committee which includes Councillor representation
- The commencement of the review of the Environmental Sustainability Strategy
- The success of our online communications – we have captured 12,500 followers to Facebook and Twitter combined

- The attraction of major sporting events to the City such as hosting the Cycling Australia Road National Championships and a being named as a preferred training venue for the pre-competition camp ahead of the Asian Cup (Soccer) Australia 2015
- Recognising and promoting the great work that our volunteers undertake including participation in the City's many events and festivals

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## LIBRARY AUTOMATION

- We implemented a new system to handle the loaning, returning and sorting of library assets. Radio Frequency Identification (RFID) technology has been deployed at the Ballarat Library that has enabled self-service checkout, and automated the return and sorting processes. Returned items are now placed on a conveyor belt and intelligently checked-in and sorted into their respective areas. With over 90,000 transactions per month, the Ballarat Library is handling the large workload efficiently. This was a collaborative effort between our Information Services Unit and Library Services Unit.

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## MOBILE-FRIENDLY REQUESTS

- We enabled a new mobile-friendly way for residents to conduct business with Council. The new Mobile Requests site allows residents and visitors to make requests or notify Council of issues via their mobile device for things such as footpath repairs, potholes, graffiti, waste, fallen trees and more. The requests are submitted directly to Council's internal systems where they are addressed promptly.
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### A MOBILE WORKFORCE

- We enabled many tasks to be completed by Council officers out in the field via their mobile devices, for example when a Council officer comes across a lost animal they are able to look up the animal's details, find the owner and return the animal to the owner. This was a collaborative effort between our Information Services Unit and a range of other business units.

### MOBILE DEVICE MANAGEMENT (MDM) SYSTEM

- We implemented a MDM system which keeps secure the information on the mobile devices used by our Council officers. This is an important security feature, with many Council officers using a mobile device out in the field. In the event a device is stolen we are able to remotely wipe the device and keep our information safe.

### NEW ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

- Council's current document management system is in the final stages of being replaced by a new, modern system. The new system makes registering documents much faster and allows greater control over the classification and retention of documents, aligning with industry best practices. Phase 1 of the project will see nearly two million documents migrated to the new system and many legacy systems integrated in October 2014.

### NEW GEOSPATIAL INFORMATION SYSTEM

- As a local government authority charged with looking after a specific area of land, our Geospatial Information System (GIS) is hugely important. Our current ageing system will be completely replaced in early October 2014 with a modern, cutting edge system that better meets our needs. Staff will be able to perform more advanced tasks with ease, and have a greater wealth of information readily at hand. With live feeds of waste collection, planned and current road works, and newly logged requests our organisation will be well informed. The new GIS is built on open-source technology, ensuring we have the best system available.

### IMPROVED KNOWLEDGE MANAGEMENT

- We implemented a new Knowledge Management System to increase our capacity in capturing, sharing and finding knowledge internally within the organisation. Subject matter experts have begun using wikis to share information on a range of topics within their own teams and across the organisation. The new system allows the knowledge to be instantly available and easily maintained and even allows others to easily contribute additional information.

### SOLID INFORMATION TECHNOLOGY BUSINESS CONTINUITY

- In the event of a disaster Council must be able to continue doing business. We have taken great care in planning, consulting and preparing across the organisation to ensure our IT systems can meet the requirement of the business in the event of a disaster. With around-the-clock off-site system and data replication and backup we are ready to keep the business going when the community needs us the most.



## OUR CHALLENGES

### **In 2013-14 we faced the following challenges:**

- Restructuring Council's finances to align with the long-term vision and infrastructure renewal gap
  - Maintaining currency and up-to-date knowledge of the legislative environment
  - Managing the volume of information/data in an accessible open data format
  - Managing the countback process and preparing an induction program for the newly elected Councillor – the countback process took place during the 2013-14 reporting period and the new Councillor was inducted during the 2014-15 reporting period
  - Ensuring all workers understand the importance of safety and their role in creating a healthy and safe work environment
  - Attracting high performing staff to key roles within the organisation
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## LOOKING AHEAD









### **In 2014-15 we are committed to the following, as outlined in the Council Plan 2013-17:**

- Maintaining the financial strategy to deliver services, plan for growth and maintain ageing infrastructure
  - Delivering more precise customer service on demand
  - Delivering service excellence to our community and building on the annual satisfaction rating
  - Managing the volume of information/data in an accessible open data format
  - Building on the leading risk management practices and reviewing our corporate risk
  - Pursuing other opportunities for cost savings in internal processes
  - Increasing the use of digital technologies to enhance internal practices and customer experiences
  - Continuing the success of our MyWellbeing Program for all workers with a focus on 'Prevent, Maintain & Enhance'
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# STRATEGIES AND ACTIONS -

## TO DELIVER HEALTH AND WELLBEING OUTCOMES

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
 <p>Practise good governance and act with integrity, accountability and transparency</p>	<p><b>Demonstrate and deliver best practice governance</b></p>	<p>Ensure compliance with legislation and corporate knowledge capture</p>	<p>Completed all Local Government Act action items required within 12 months of the election</p>	<p><b>100%</b></p>
		<p>Manage, monitor and report compliance of Insurance Liability and Risk Framework</p>	<p>Provided regular reporting to Council's internal Audit Committee</p>	<p><b>100%</b></p>
		<p>Ensure corporate reporting is provided to Council through the support of the legislated Audit Committee</p>	<p>Provided</p>	<p><b>100%</b></p>
 <p>Provide effective lobbying and advocacy on behalf of the City</p>	<p><b>Advocate and lobby effectively to elevate Ballarat's priorities and interests</b></p>	<p>Build productive forward looking strategic relations with our community, business and government partners to support the achievement of Council's priorities and projects</p>	<p>Commenced – this included the launch of the Regional Capital Plan in December 2013</p>	<p><b>100%</b></p>
		<p>Lobby for Council priorities for the region together with a Stakeholder Engagement Strategy</p>	<p>Completed Strategy – currently being delivered</p>	<p><b>100%</b></p>
		<p>Develop significant collateral to lobby the business community and State and Federal Governments for all key projects</p>	<p>Completed – this includes the Regional Capital Plan</p>	<p><b>100%</b></p>
 <p>Provide regional leadership and collaborate with other organisations</p>	<p><b>Show strong regional leadership to advance the City and region</b></p>	<p>Advocate for Ballarat as Victoria's premier regional city through participation in the Central Highlands Region Forum</p>	<p>Ongoing</p> <p>The City of Ballarat Mayor was elected Deputy Chair of the Forum in December 2013</p>	<p><b>100%</b></p>











OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
		Continue participation in the Regional Cities Victoria (RCV) Forum	Ongoing	 100%
	<b>Innovate and provide dynamic communication and engagement that encourages community participation</b>	Continue to improve the <i>Ballarat Imagine</i> Strategy to support decision making	Ongoing – the most recent iteration is our <i>You said, We did</i> campaign	 100%
		Innovate and deliver engagement tools that reach diverse audiences and encourage participation from the community	Attracted 12,500 unique followers for Facebook and Twitter combined	 75%
		Continue to adopt a comprehensive Stakeholder Engagement Strategy and program in conjunction with <i>Ballarat Imagine</i> that facilitates engagement with key stakeholders, the business community and government on projects and priorities of importance	Completed Strategy – currently being delivered	 100%
	<b>Identify and deliver efficient and effective ways of communicating with all sectors of the community</b>	Implement the City of Ballarat Online: Services to Social Strategy ensuring our websites and social media are accessible and user friendly	Ongoing – we are currently ranked highest in the state on 'Klout' score, and third in the state for gross followers/interactions	 100%
		Better inform the community about Council priorities and how their rates are being used	Communicated with residents about rates at work via brochures written in simple language that were sent out with rates notices – specific communities received targeted information on rates at work – this information was also widely distributed during the Budget process	 100%

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
		Refer all submissions received on the Budget and Council Plan to the Councillor Portfolios to develop project scope and recommendations in consultation with the submitters for possible inclusion in future Budgets, Plans and Strategies	Completed – submissions received, assessed, considered, included where possible and feedback given to each applicant	<b>100%</b>
<p><b>Improve communication of Council information</b></p> <p><b>Provide effective lobbying and advocacy on behalf of the City</b></p>	<p><b>Deliver innovative marketing and promotion initiatives</b></p>	Use targeted promotion, advertising and communication to strengthen Ballarat's position as Victoria's premier regional city	Changed the delivery of our communications activities – increased direct electronic activities, enhanced social media activities and reduced print activities – to deliver more targeted (and cost effective) outputs	<b>100%</b>
		Deliver marketing and communications support for Council's premier events such as the 2014 Asian Cup and the World Rowing Masters events	Ongoing	<b>75%</b>
		Investigate a new branding strategy for the City which reflects the community's views from <i>Ballarat Imagine</i>	Ongoing	<b>50%</b>
		Develop and implement a new framework for entrance signage	Planned for future years	<b>0%</b>
		Update precinct signage in the Ballarat Central Business District	Planned for 2015-16	<b>0%</b>
<p><b>Deliver Council services with a strong customer service focus</b></p>	<p><b>Provide responsive and appropriate customer service</b></p>	Identify and implement an appropriate customer relationship management tool particularly enabling a rapid response to customer requests for road and footpath maintenance	To be considered in 2014-15	<b>0%</b>

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
		Upgrade the presentation of Council's customer service areas	To be considered in 2014-15	0%
<p>Ensure Council services and projects are programmed within a sound financial management and reporting system</p> <p>Deliver Council services with a strong customer service focus</p>	<p>Deliver financial management responsibly to ensure long-term sustainability of the organisation and its assets</p>	Ensure Council remains in the medium financial risk category (as a minimum)	Achieved – as demonstrated in the 2013-14 Budget	100%
		Manage Ballarat's assets to the best of Council's ability in line with Asset Management Plans (AMP)	Completed an AMP for many asset classes – work ongoing	50%
		Optimise and rationalise Council assets across all asset classes for the greater community and organisation benefit	Continuing audits	50%
<p>Position City of Ballarat as a healthy, safe workplace and an Employer of Choice</p> <p>Provide regional leadership and collaborate with other organisations</p>	<p>Provide a safe and supportive workplace that values and respects staff and promotes health and wellbeing</p>	Continue staff development programs: Passion for Excellence Awards, social responsibility leave, online learning, and leadership program	<p>Implement Passion for Excellence Program – delivered twice in 2013-14</p> <p>Delivered Service Recognition Program – status is current</p> <p>Delivered 2-day Resilient Leadership Program to 30 managers/co-ordinators</p>	50%
		Deliver actions resulting from the Organisation Development Strategic Review process	<p>Engaged with staff via lunch meetings and values workshops – delivered by the CEO</p> <p>The organisation participated in cultural assessment via an 'active survey' – with a greater than 85% response from staff</p>	50%
		Continue to show leadership by providing work placement and training opportunities for people experiencing disadvantage	Demonstrated leadership through facilitation programs – eg Aboriginal Cemeteries Program	100%
		Develop and promote policies to increase the health and wellbeing of staff and reduce job stress	Aligned all policies	100%

OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
<p>Provide regional leadership and collaborate with other organisations</p> <p>Position City of Ballarat as a healthy, safe workplace and an Employer of Choice</p>	Support and promote volunteers	Continue to promote volunteering and recruit new volunteers	Continued to support the Volunteers Co-ordinators in engaging volunteers – recent promotion of volunteer opportunities for events and festivals has been successful	100%
		Develop procedures to enhance volunteering opportunities within Council	Developed a Volunteer Policy to provide guidance and procedures for engaging volunteers consistently across the organisation with an emphasis on induction and support	75%
		Continue to support volunteer awards	Continued to support the Volunteer Awards as a sponsor	100%
		Work with the Volunteer Resource Centre (United Way) to promote volunteering within the community	Continued to maintain a strong and collaborative working relationship with United Way – particularly on referrals and joint promotion	100%
Facilitate change and continuous improvement	Improve business delivery through continuous improvement initiatives	Review all services against strict criteria to determine core and discretionary services, making necessary changes to service provision	Completed first stage of Continuous Improvement Process with all business units – designed a service review framework that was adopted in May 2014	50%
		Create an 'open for business' environment by facilitating (fast-tracking) development opportunities and offering a better customer service experience	Commenced referring development opportunities to the Investment Facilitation Group	50%
Ensure information and systems are secure and available for use by the organisation	Provide efficient and secure information technology services and reporting systems through the implementation of the ICT Strategy	Complete the implementation of the Electronic Document Management System	Selected preferred vendor and submitted report to the Contracts Committee	50%
		Replace Community Care and Access Management System including mobility systems	Selected preferred vendor and submitted report to the Contracts Committee	50%



OBJECTIVE ALIGNMENT	STRATEGIES	ACTIONS	COMMENTS/ PROGRESS 2013/14	% COMPLETED
		Implement reporting and analytic services which include corporate search capability	Implemented Tableau Software which provides comprehensive reports to business units	
		Implement the Council Plan and Performance Reporting System	Currently in trial stage in line with State Government reporting requirements	
		Implement the Customer Relationship Management System (CRM)	Currently monitoring a Pathway CRM Integration Project in place at Adelaide Council – this will allow a CRM to access the Council name and address records	
		Review and replace Family and Children's Services software	Currently working with the Municipal Association of Victoria on a whole-of-state approach	
		Upgrade the Facility Booking System	Currently evaluating products	
<p data-bbox="97 1240 320 1491"><b>Establish and implement strategies to guide sustainable practice and development within Council</b></p> <p data-bbox="97 1541 320 1783"><b>Ensure Council's exposure to climate change and carbon trading risks is minimised</b></p>	<b>Promote the use of environmentally sustainable practices throughout the organisation</b>	Continue implementation of the actions from the Environment Sustainability Strategy (ESS) that are targeted at Council's own operations	ESS initiatives to be included in business unit planning in future years	
		Review the Environment Sustainability Strategy (ESS) and use the findings to develop a new ESS for the post 2014 period	To be reviewed throughout 2014 and completed by December 2014	
		Review the Climate Change Risk Assessment	To be reviewed in 2015	
		Educate Council departments on the requirements and methodology of adapting to climate change	Work on climate change to be included in business unit planning as a component of the ESS – education activities to be ongoing throughout the life of the Council Plan	
		Investigate more efficient consumption of utilities in Council buildings	Continuing energy audits on current and new facilities – incorporating energy efficient design and initiatives	

# Contents

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# GOVERNANCE

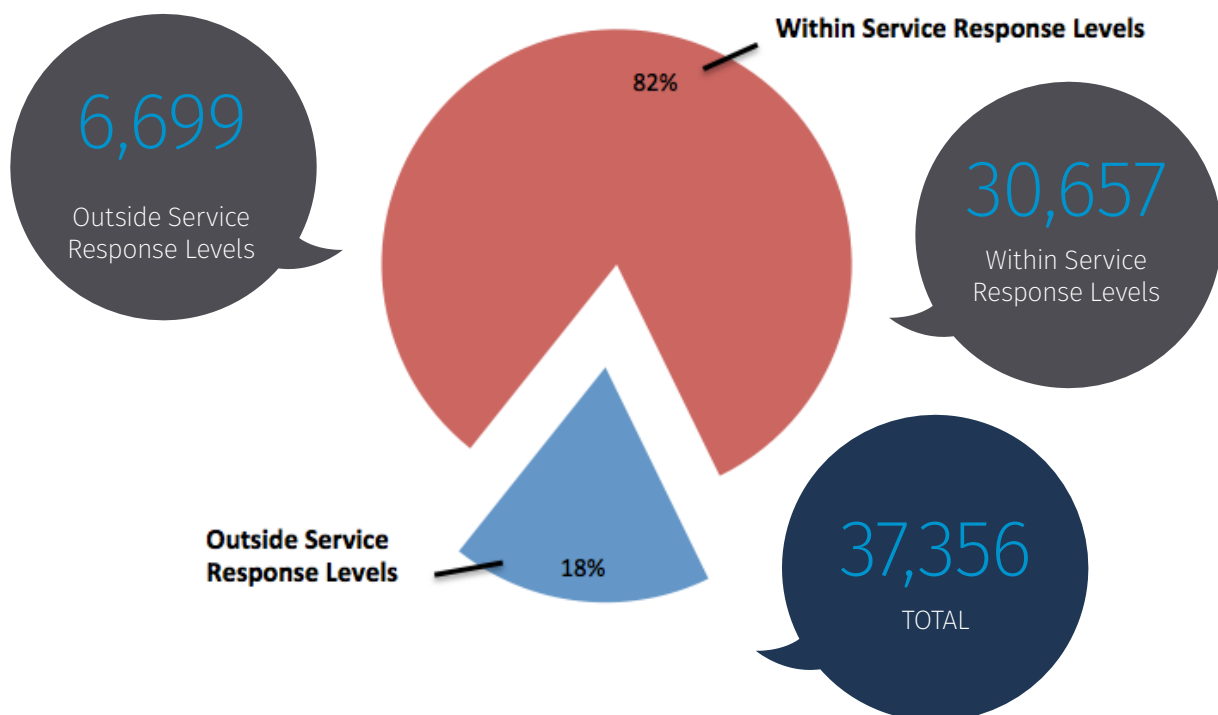


# CUSTOMER SERVICE

## REQUESTS FOR SERVICE

**CHALLENGE:** We need to do some work to increase the number of requests actioned within service response levels.

Figure 10



## e-SERVICE – ONLINE TRANSACTIONS

Our customers can lodge request for service online through our website and using our new mobile application (app).

**NEW  
THIS YEAR!**

This year we piloted a mobile application (app) to allow our customers to lodge requests for service using their mobile phone. Customers can lodge a request by taking a photo with their phone and giving their location.

### WHAT'S AHEAD?

We will launch this product in 2014-15 with the aim of doubling the number of service requests we receive online.

Figure 11: Transactions Completed Online  
The graph below shows an increase in people using the service of 6%

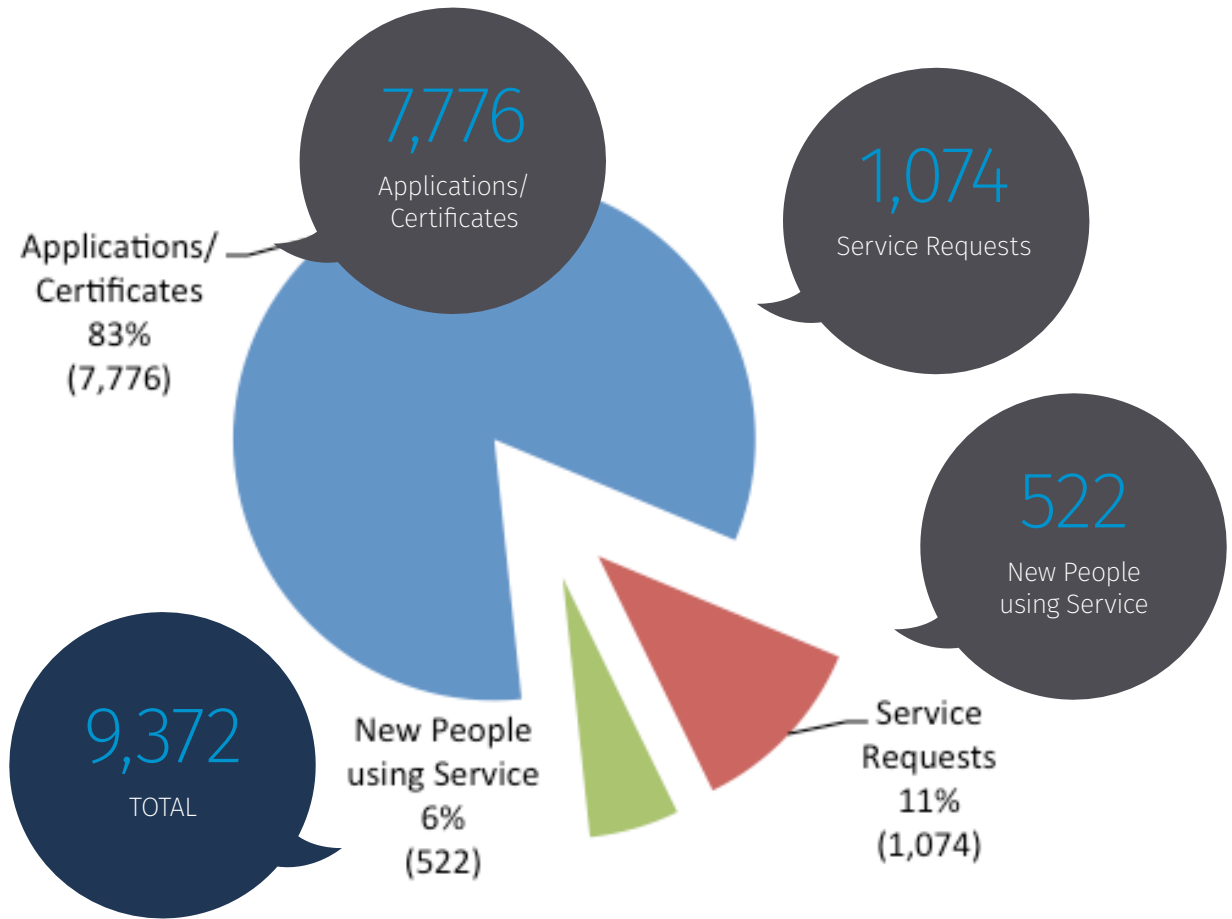
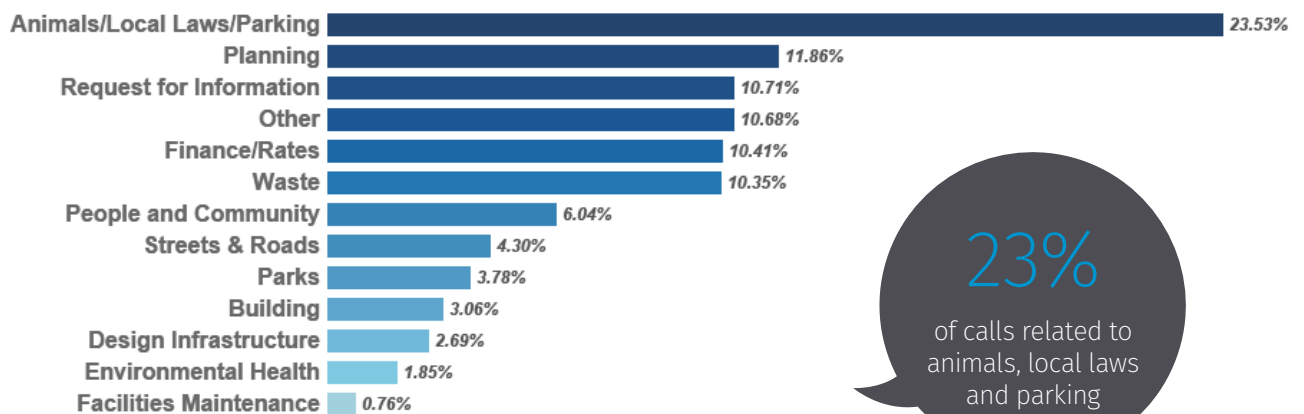


Figure 12: Types of Calls Received  
The graph below shows that 23% of all calls related to animals, local laws and parking



23%  
of calls related to animals, local laws and parking

# CONTINUOUS IMPROVEMENT

We were ranked as one of the top Councils in the State for Customer Service per the statewide Community Satisfaction Survey completed in early 2014

We are committed to continuously improving outcomes, the pursuit of excellence and providing core services that maximise benefits for our residents. To achieve this we constantly review and improve our operations.

<b>6 Best Value Principles</b> These principles that guide Council in providing services to the community and provide a framework for assessment.	<b>In 2013-14</b>
1. All services provided by a Council must meet <b>quality and cost standards</b> set by Council (having regard to community expectations, affordability, accessibility, value for money and best practice).	We demonstrated a strong commitment in this area – this is particularly evident in the review of the provision of insurances services that resulted in savings to the organisation of more than \$600,000.
2. All services provided by a Council must be <b>responsive</b> to the needs of its community.	We demonstrated a strong commitment to responding to our community’s needs – this is particularly demonstrated in our community projects such as our Engaging Communities Program, our Community Grants Program and our commitment to social media.
3. All services provided by a Council must be <b>accessible</b> to those members of the community for whom they are intended	We demonstrated a strong commitment to accessibility for all – this is particularly evident through the work undertaken by our working groups, including the Disability Advisory Committee, the Child Friendly Ballarat Committee, the Intercultural Advisory Committee and the Friends of Ainaro Committee (intercultural focus).
4. A Council must achieve <b>continuous improvement</b> in provision of services for its community.	We demonstrated a strong commitment to Continuous Improvement across all of our business units and this forms an important component of our annual business planning process – this is particularly evident in the implementation of our service review framework and specifically the implementation of a staff development program based on the framework that focuses on the principles of positive leadership and implementing improvement into the organisation.
5. A Council must develop a program of <b>regular consultation</b> with its community in relation to the services it provides.	Community consultation is a particular strength in the reporting period particularly in the preparation of the Ballarat Strategy, please refer to page 32.
6. A Council must <b>report regularly to its community</b> on its achievements in relation to the first five principles.	As reported the City has an active communication policy which included media releases, web,, radio interviews and the publication 4 times annually of myballarat, please refer to page 26 to 30.

NOTE: This Annual Report provides many other examples that demonstrate how we responded to the Best Value principles in 2013-14.

## OUR CHALLENGES

Our biggest challenge is identifying what core services deliver maximum benefits for our residents so that we can allocate resources to achieve the best service outcomes for our community.

## LOOKING AHEAD

During the term of our current Council Plan 2013-17 all services provided by Council will be reviewed against set criteria. This is outlined in detail in the Performance section of this Annual Report see from page 74.

Council is bound by the Best Value legislation that is a key component of the Local Government Act 1989.

To ensure that we achieve Continuous Improvement the following committees are charged with the responsibility of overseeing Council’s financial operations: Audit Committee, Contracts Committee and Finance Committee

# RISK MANAGEMENT FRAMEWORK & POLICY

**WE HAVE CONTINUED TO IMPROVE OUR SYSTEMS AND PRACTICES TO MAKE SURE THAT THEY ARE SUSTAINABLE AND SECURE.**



*We fully integrated our RMFP across the organisation in 2013-14, based on current best practice and in line with international standard ISO-AS/NZS 31000*

## We have implemented significant improvements to our systems and processes

### ACHIEVEMENTS 2013-14

We have focused on developing and maturing our Business Continuity Management Program:



We completed a business impact analysis to determine critical services



We updated the Crisis Management Plan and developed an enterprise-wide Business Continuity Plan for the most time-sensitive departments



We undertook a business continuity and crisis exercise to further develop and strengthen the skills of key staff in dealing with a crisis event

## We embedded a sustainable risk management culture across the organisation

### ACHIEVEMENTS 2013-14

We implemented a new Risk Management Software System that helps Unit Managers to monitor operational, project and enterprise risks.

## COST OF INSURABLE RISK

A review of our Management of Insurance during the year identified two main things:

The cost and management of under excess claims were very competitive given the size and number of claims being managed

We undertook an independent tender process for future insurance brokering and policies - this resulted in significant savings that were passed onto ratepayers.

# ASSET MANAGEMENT

**In 2013-14 we managed \$1.5 billion of community infrastructure assets – this is made up of more than 150,000 assets including non-financial assets such as trees. These assets have been built, acquired and donated to assist the delivery of services to our community.**

The current Council is committed to asset management as detailed in the Council Plan 2013-17 with a key focus on reducing the infrastructure renewal gap.

We use sound asset management principles to ensure that our assets are preserved for future generations, that we are responding to our community's needs, that we are supporting economic and social development and that we are demonstrating resilience in response to external effects.

Our commitment to continuous improvement of asset management and to achieve industry best practice has resulted in significant growth in our asset management capability.

## STATE OF THE ASSETS REPORT

This is a high level report presented to Council in March each year that:

- Reports on the condition of current assets
- Identifies asset renewal requirements
- Prioritises areas for renewal
- Highlights developing trends and risks

## LOOKING AHEAD

We will further improve our State of the Assets Report in 2014-15 to include industry benchmarking, renewal gap analysis and performance measures.

## ASSET MANAGEMENT PLANS

To further enhance Council's asset management capability, comprehensive Asset Management Plans are grouped in the following major asset classes:

- **Transport:** roads, footpaths, kerbs and channels, and bridges
- **Drainage:** pipes, pits, channels and basins
- **Buildings:** libraries, childcare facilities and community halls
- **Recreation and Open Space:** active and passive play spaces, reserves and common infrastructure



## ASSET MANAGEMENT MATURITY

### In 2013-14



An assessment of our Asset Management Maturity showed positive results overall

We are striving to achieve best practice in our asset management capabilities to make sure we deliver sustainable economic outcomes.

## LOOKING AHEAD

Core areas that need further development will be identified and targeted in 2014-15 and our Asset Management Strategy will be updated – we will report on our progress in this area in the annual State of the Assets Report

## ASSET MANAGEMENT SYSTEMS & INNOVATIONS

### Investment In Technology

To manage our inventory we implemented an integrated enterprise Asset Management Software System in 2008 – this system incorporates works management, financial valuations, inventory and inspection recording.

### In 2013-14



We rolled out an enhanced mobile platform that enables work crews, inspectors and supervisors to manage and record works in the field



To enhance the information available to decision makers we implemented a dedicated reporting system – this system simplifies and improves the ability for crews, supervisors and managers to draw out information and measure performance

### Also in 2013-14



Our staff presented at numerous conferences: MWOA Municipal Works Officers Association (MWOA), Dial Before You Dig Damage Prevention Reduction)



Our staff were invited to provide specialist advice to other Councils



In an effort to integrate our Asset Management System with other organisational systems we implemented the Geographical Information System (GIS) – this has improved the availability of asset related data within the organisation and also allows us to provide data to external parties more easily

### Also in 2013-14 (cont)



We continued to roll out the implementation of mobile devices to:

- > Arboriculture crews
- > Road Safety crews
- > Parks and Gardens crews
- > Pool compliance officers (audits)



We inspected 4,400 kilometres of roads



We inspected 19,000 individual assets – mostly trees and public furniture



Our Asset Management System was used to report of the location and details of offending graffiti including photos to Victoria Police which has assisted in over 11 arrests



We are/were the first Council to implement electronic reporting of external utility defects such as reporting of dangerous Telstra pits to Telstra

## LOOKING AHEAD

- We will continue to identify and implement improvements in how we manage our assets by:
- Further improving our knowledge of assets through condition surveys
- Further reviewing and developing our Asset Management Systems
- Further reviewing and refining our renewal programs
- Improving our annual State of the Assets Report
- We will implement mobile devices to road maintenance trucks in 2014-15

### In 2013-14



We adopted a revised Road Management Plan in September 2013 – this has enabled the development of works, sophisticated prioritising and scheduling, and improved capital renewal prioritisation such as the creation of the road capital works program for 2014-15

*The Road Management Plan aims to establish a management system for the public road functions that are Council's responsibility to meet the needs of the community. The management system is based on policy and operational objectives and recognises resource limitations faced by Council in inspecting, maintaining and repairing its road infrastructure. The levels of service and performance standards specified in this Plan provide a balance between reasonable road safety and affordability.*

### TREE MANAGEMENT

Ballarat residents place a high value on Ballarat's tree-lined streetscapes and reserves. Within the urban area there are over 60,000 trees that require pruning and maintenance.

### In 2013-14



In an effort to change our approach to tree management from reactive to proactive we undertook a short-term Tree Management trial – this trial involved employing an arborist to identify, assess and prioritise works on trees incorporating a risk-based approach and focusing initially on high-use areas

*The trial was enormously successful in identifying and programming the removal of trees prior to a potential catastrophic failure and identifying pruning and maintenance activities to improve the health of trees*



Following the successful trial a permanent arboriculture inspector was appointed

### ASSET PROTECTION

Ballarat is one of the few cities where NBN fibre to the home will be fully rolled out with significant benefits for Ballarat residents.

### In 2013-14



We supported and encouraged the roll-out of this major infrastructure project

### CHALLENGES



The NBN roll-out has resulted in a significant impact on Council assets, especially footpaths. Our Asset Protection Unit has been responsible for monitoring the roll-out and has faced challenges with contractors, work standards and the protection of the public and this has impacted on the unit's other work – additional temporary resources and staff were allocated to help prevent damage to assets and to ensure a satisfactory outcome for Council and residents.



In 2013-14 we received \$15.5 million in donated assets from developers and other sources. This will continue year on year. We will need to plan for this growth in our service delivery, maintenance and renewal activities – additional resources and new approaches will need to be applied to maintain existing service levels.

# HEALTH & SAFETY

**The safety, health, productivity and wellbeing of our workers is our key priority. We are committed to continual improvement through the implementation of the most up-to-date and stringent Health & Safety principles.**

We are working towards an organisational culture where safe work practices are employed across the organisation, where safety is a priority for all workers, and where work-related injury and illness rates are low. This culture is supported by systems and processes so that all workers at every level throughout the organisation will make good health and safety practices a priority.

We continue to develop policies and initiatives to ensure a better work environment and improved health and wellbeing for all workers.

We are committed to providing safety leadership from the top down.

### In 2013-14

To achieve cultural and systemic results we implemented three-year goals in four key areas in July 2013 (these goals were developed in 2012):

- ➔ **Building effective leadership:** All levels of leadership to actively demonstrate safety through their words and actions
- ➔ **Education and training:** All workers to understand the importance of safety and their role in creating a healthy and safe work environment
- ➔ **Health and wellbeing in the workplace:** To support or improve our workers' health and wellbeing through the implementation of an evidence-based program that reduces injuries and illness and increases resilience
- ➔ **A best practice safety system:** To support safety with systems and processes that are easy to use, reflect best practice and continuously improving

### In 2013-14

- ➔ We continued to work towards implementing a Safety Management System based on Australian Standard AS/NZS 4801:2001
- ➔ We successfully implemented our Contractor Induction Program
- ➔ We commenced a coordinated approach to the health and wellbeing of our workforce – see section below on MyWellbeing Program
- ➔ We refine the day-to-day management of health and safety in the workplace through inspections, internal audits and ongoing risk assessments to ensure legislative compliance

## LOOKING AHEAD

In 2014-15 we will focus on implementing an Information Management System – this system will enable timely and accurate data capture, review of trends and informed decision making based in real time.

**Our MyWellbeing Program is a coordinated wellbeing approach for all workers with a focus on 'Prevent, Maintain & Enhance'.**

### In 2013-14

In September 2013 we were successful in securing a WorkHealth grant that has enabled us to trial a small-scale health & wellbeing program. Since then the MyWellbeing Program has grown significantly and now boasts a large number of options specifically designed to help our staff achieve their personal wellbeing goals and maximise their full health and wellbeing potential:

- ➔ **Health & Fitness programs:** 'Spin', 'Fitcamp', 'Stretch & Flex', yoga, team walking challenges, on-site physiotherapy, subsidised gym membership, flu vaccinations
- ➔ **Education & Support:** nutrition, mental health training for supervisors, health checks

We increased opportunities for staff involvement in health & wellbeing programs

During the initial stages of this program the figures for injury management, workplace culture and absenteeism have been collated and the results are very positive.

## LOOKING AHEAD

In 2014-15 we will continue to assess the positive difference the MyWellbeing Program has had on the areas of injury management, workplace culture and absenteeism and will report fully in the 2014-15 Annual Report.

## GETTING BACK TO WORK

### In 2013-14



**67% improvement** in the number of workers with return-to-work plans as a result of work-related injuries – **down to 6 workers from 14** the previous year



**8% reduction** in new WorkCover claims – **down to 25 claims from 27** the previous year



**50% decline** in the average number of lost days per new claim – **down to 5.29 days from 10.75 days** the previous year



Our WorkCover insurance premium liability was \$999,303 – **an increase of \$65,282 compared to \$934,021 the previous year** – this is a direct result of adjustments to premium calculations following payments to defined benefit superannuation contributions



In conjunction with the MyWellbeing Program, we increased the number of proactive measures including: additional manual handling risk assessments were included in training materials; and worksite assessments were completed by a physiotherapist to develop posture guides for high risk work

## CONSULTATIVE STRUCTURE

**We are working to achieve effective communication at a strategic and operational level.**

- The Corporate Health & Safety Committee meets quarterly to discuss progress against strategic directions, to discuss organisation-wide issues and to develop actions against emerging trends.
- There are currently four operational Area Safety Committees based on geographical and risk profiles that are made up of 26 Health & Safety Representatives. These committees meet monthly to develop and review policies and to discuss MyWellbeing initiatives that will benefit their work group. These representatives attend initial five-day training when elected and refresher training every year. They provide a wealth of knowledge to assist managers and workers with any safety-related issues.

## LOOKING AHEAD

In 2014-15 our focus will be on continuing to implement the MyWellbeing Program to achieve a positive impact on staff health and to assist in the management of some injuries and illness, thereby reducing the number of claims and associated WorkCover costs.

Figure 13: Injuries by Primary Cause

The graph below shows that almost half of injuries were due to equipment based causes

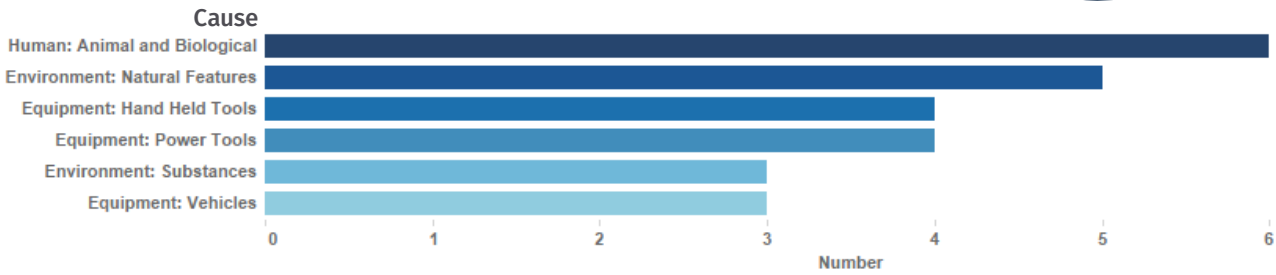


Figure 14: Injuries by Mechanism

The graph below shows that almost half of injuries were related to muscular stress

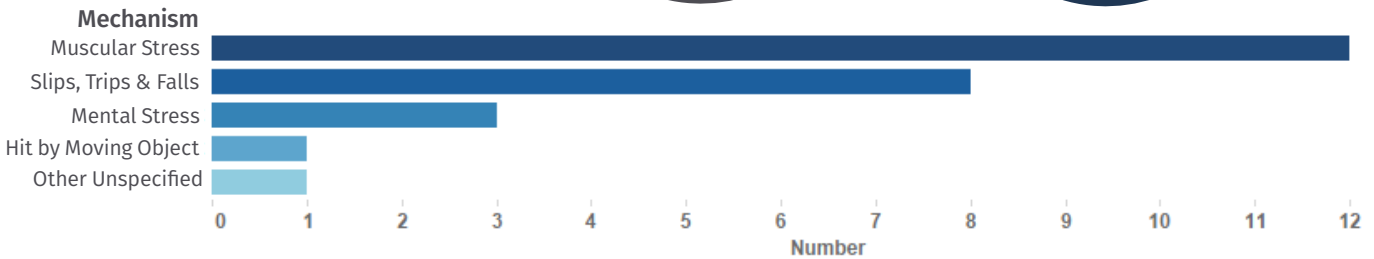
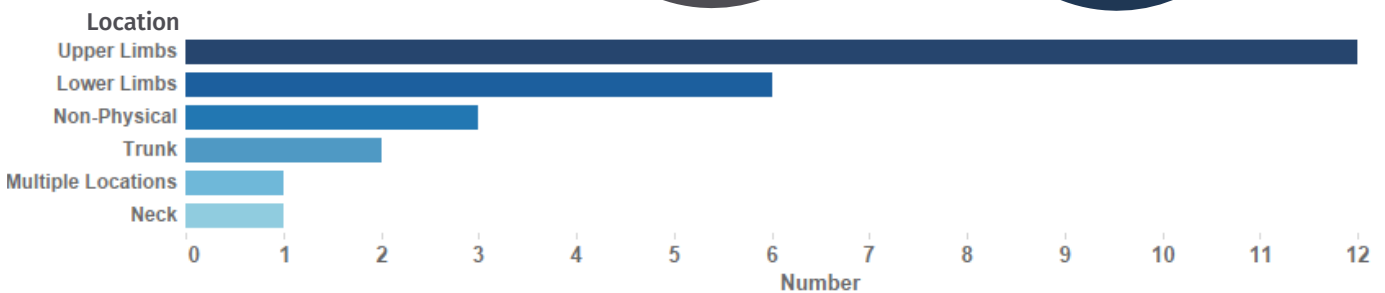
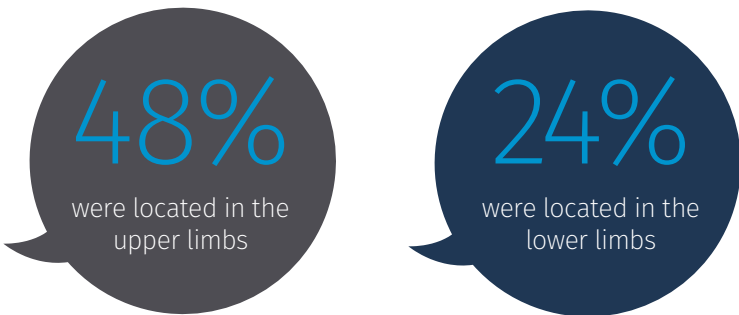


Figure 15: Injuries by Bodily Location

The graph below shows that almost half of injuries were located in the upper limbs



# AUDIT ADVISORY COMMITTEE

**ALL WERE COMPLETED**

**The Audit Advisory Committee provides an independent assessment of financial systems on behalf of Council. It assists Council to fulfil corporate governance, stewardship, leadership and control responsibilities.**

*All Local Government Authorities are required to establish an Audit Committee under the Local Government Act.*

## MEMBERS 2013-14

Mr Rex Carland (Chair)  
 Mr Geoff Johnson  
 Mr Shane Bicknell  
 Mr Michael Porter  
 Mayor – Cr John Burt  
 (until November 2013)  
 Mayor – Mr Joshua Morris  
 (from November 2013)  
 Cr Belinda Coates  
 Cr Vicki Coltman

## REPORTS CONSIDERED IN 2013-14

REPORT CONSIDERED	MEETING	
Appointment of Chair	11/9/2013	
Adoption of Accounts for 2012-13		
Management Letter – Financial Audit 30 June 2013		
Risk Management and Insurance Audit Action Plan Update		
Internal Audit Report – Tourism Strategy		
Occupational Health and Safety Update		
Fraud Report		
Internal Audit Report – Project Management Ballarat West Link Road Project	27/11/2013	
Primary and Ordinary Interest Returns		
Risk Management and Insurance Audit Action Plan Update		
Schedule of Meeting Dates for 2014		
Risk Management Action Plan Update	19/2/2014	
Internal Audit Report – Operational Review of the Airport		
Internal Audit Report – Business Continuity Management Natural Disaster Management Crisis Management Planning		
Internal Audit Report – Management of Volunteers		
Victorian Auditor General – Local Government: Results of the 2012-13 Audits		
Risk Management Action Plan Update	26/4/2014	
Ballarat Aquatic Centre Upgrades Project – Risk Management Plan Update		
Internal Audit Report – Risk Management Framework		
Internal Audit Report – Human Resource Management		
Victorian Auditor General – Audit Strategy 2013-14		
Internal Audit Plan		
Victorian Auditor General – Asset Management and Maintenance by Councils		
Victorian Auditor General's Office – Interim Management Letter 2013-14		25/6/2014
Internal Audit Report – Project Management		
Asset Management		
Community Care and Access Audit Outcomes		
Risk Management and Insurance Audit Action Plan Update		
Internal Audit Plan – Risk Management Framework		
Internal Audit Report – ICT Systems and Strategy		
Fraud Policy		

# PRIVACY & FREEDOM OF INFORMATION

## INFORMATION PRIVACY ACT 2000

We aim to comply with the Information Privacy Act 2000 as well as the Health Records Act 2001. This requires us to adhere to the 10 Information Privacy Principles as well as the 12 Health Information Principles. Our Privacy Officer receives privacy queries and actions submitted in accordance with Council guidelines.

**No queries were received from external customers requesting information held within Council during 2013-14.**

## FREEDOM OF INFORMATION (FOI)

### FOI REQUESTS

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

Personal requests	2
Non-personal requests	37

#### What was the decision?

Full access given	5
Part access given	21
Denied in full	5
Withdrawn	1
Act does not apply	2
Not processed	0
No documents	3
Released outside the act	2
Not finalised	0

<b>Decisions sent to FOI Commissioner</b>	<b>1</b>
<b>Decisions sent to VCAT for review</b>	<b>1</b>

### EXEMPTIONS AND SECTIONS USED IN DECISIONS ON

#### ACCESS s.25A(5) Requests may be refused in certain cases.

The agency may refuse to grant access to documents if it is apparent from the nature of the documents as described in the request that all of the documents relate to exempt documents. This exemption was used in 4 request(s).

s.30(1) Internal working documents. A document is exempt if it would disclose matter in the nature of opinion, advice or recommendation prepared by an officer, or consultation or deliberation that has taken place between officer, Councillor, or an officer and a Councillor for the purpose of the deliberative processes involved in the functions of the Council and be contrary to the public interest. This exemption was used in 4 request(s).

s.33(1) Document affecting personal privacy. A document is an exempt document if its disclosure would disclose information relating to the personal affairs of any person (including a deceased person). This exemption was used in 23 request(s).

s.34(1)(b) Documents relating to trade secrets. A document is an exempt document if it would disclose information acquired by Council from a business, commercial or financial undertaking and the information relates to matters of a business, commercial or financial nature and disclosure would likely expose the business to disadvantage. This exemption was used in 2 request(s).

s.34(4)(a) Documents relating to trade secrets. A document is an exempt document if it contains a trade secret of Council or in the case of Council engaged in trade or commerce, information of a business, commercial or financial nature that would expose the council unreasonably to disadvantage. This exemption was used in 1 request(s).

s.35(1)(a) Documents containing material obtained in confidence. A document is exempt if its disclosure would divulge any information or matter communicated in confidence by or on behalf of a person or a government to the Council and the information would be exempt matter if it were generated by the Council. This exemption was used in 1 request(s).

s.38A(1)(a) Council documents. This section exempts various documents relating to closed Council meetings which were closed under Section 89 of the Local Government Act 1989. This exemption was used in 2 request(s).

## FEES AND CHARGES

\$1,002.30 collected in application fees  
\$264 collected in access charges

## PROTECTED DISCLOSURES

With respect to Section 70 of the Protected Disclosure Act 2012, City of Ballarat has adopted the Independent Broad-Based Anti-Corruption Commission (IBAC) guidelines for handling protected disclosures.

**No protected disclosures were made to City of Ballarat during 2013-14.**



# LOCAL LAWS

## Saleyards Local Law No 12

Effective from 1 April 2005 to 31 March 2015. The purpose of this Local Law is to:

1. Provide for the administration and management of the Ballarat Livestock Selling Centre (also known as the Central Victorian Livestock Exchange (CVLX) by conferring discretionary authority on the Manager to manage the Saleyards on Council's behalf
2. Assist in the documentation of procedures and the expectations of Saleyard users such that accreditation to NSQA can be achieved
3. Enable the Manager to set and collect fees from vendors selling stock in the Saleyards and to prescribe the level of those fees
4. Enable the Manager to prescribe the days and hours during each day on which sales can be held at the Saleyards
5. Protect Council assets and facilities at the Saleyards
6. Promote and enforce appropriate adherence to occupational health and safety practices at the Saleyards
7. Control and prevent behaviour which is a nuisance, or which may be detrimental to health and safety
8. Control the use of dogs at the Saleyards
9. Regulate smoking and the consumption of alcohol at the Saleyards
10. Provide for the administration of Council's powers and functions
11. Control the quality of livestock products through the fair and reasonable treatment of animals and the application of adequate animal husbandry practices

## Community Local Law No 15 and Community Local Law No 17 (amending Local Law No 15)

The Community Local Law No 17 amends sections of Local Law No 15 and is effective to 31 December 2017. The purpose of this Local Law is to:

1. Provide for the peace, order and good government of the municipal district of the City of Ballarat
2. 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
3. Control and regulate emissions to the air in order to improve the amenity, environment and quality of life in the municipality
4. Ensure that the public can properly use and enjoy public reserves by regulating activities and behaviour in public reserves
5. Prohibit, regulate and control the consumption of alcohol in designated areas within the municipality
6. 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
7. Manage, regulate and control the keeping of animals and birds
8. Provide for an amendment to the 'Permit to Burn' clause to reduce the size of land for which such a permit is required
9. Introduce a requirement for businesses with shopping trolleys to utilise trolleys with coin-lock mechanisms from 1 July 2011 onwards
10. Create an offence for the disposal of household or business waste in public litter bins
11. Introduce a law requiring a permit to conduct any fireworks display
12. 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

## Local Law No 18: Meeting Procedure

Effective as at 22 August 2012. The purpose of this Local Law is to:

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

## Access to Council Information

Under Part 5, Section 11, of the Local Government Regulations 2004 the Council is required to make available for public inspection documents containing the following prescribed matters.

Local Government is empowered under Part 5 of the Local Government Act 1989 to make Local Laws.

As at 30 June 2014 the City of Ballarat had the following Local Laws.

(NOTE: An application needs to be made to view prescribed matters (the Statutory Registers) – the documents are not available at Customer Service as stated in the previous Annual Report 2012-13).

- Details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors under section 74 or 74A of the 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
  - (i) 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
  - (ii) 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 to the Council of the overseas or interstate travel, including accommodation costs
- 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 Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the 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 Act
- A register of delegations kept under sections 87 and 98 of the Act, including the dates on which the last reviews under sections 86(6) and 98(6) of the Act took place
- Submissions received in accordance with section 223 of the Act during the previous 12 months
- Agreements to establish regional libraries under section 196 of the 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
- A register of authorised officers appointed under section 224 of the 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 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
  - (i) Which the Council entered into during the financial year without first engaging in a competitive process
  - (ii) Which are not contracts referred to in section 186(5) or (5A) of the Act

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# FINANCIAL PERFORMANCE

For the Year Ended 30 June 2014

Financial Statements



# FINANCIAL OVERVIEW

## NET OPERATING RESULT (The year's result)

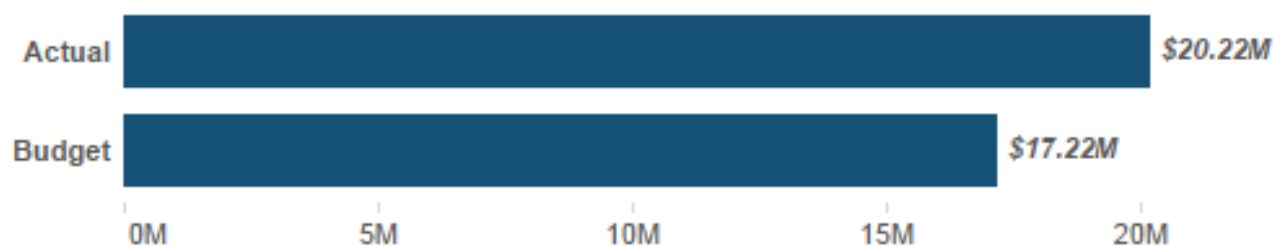
(Refer to the Standard Statement contained on page 242 in the report)

The Net Operating Result as reported in this document is that Council achieved a profit of \$20.216 million compared with \$17.218 million in the 2013-14 Budget. Explanation for the variances can be found in the commentary on the Notes to the Standard Statements on page 242.

Sustaining a surplus net result is a critical financial strategy that provides capacity to renew the \$1.5 billion of community infrastructure assets that Council is responsible for.

Figure 16: Profit and Loss in 2013-14

The graph below illustrates the positive result against the Budget for the financial year 2013-14



## CASH FLOW (Cash on hand)

In total Council's cash holdings are \$51.949 million.

Figure 17: Cash Flow Activity in 2013-14

The graph below shows the cash movement for the 2013-14 financial year.

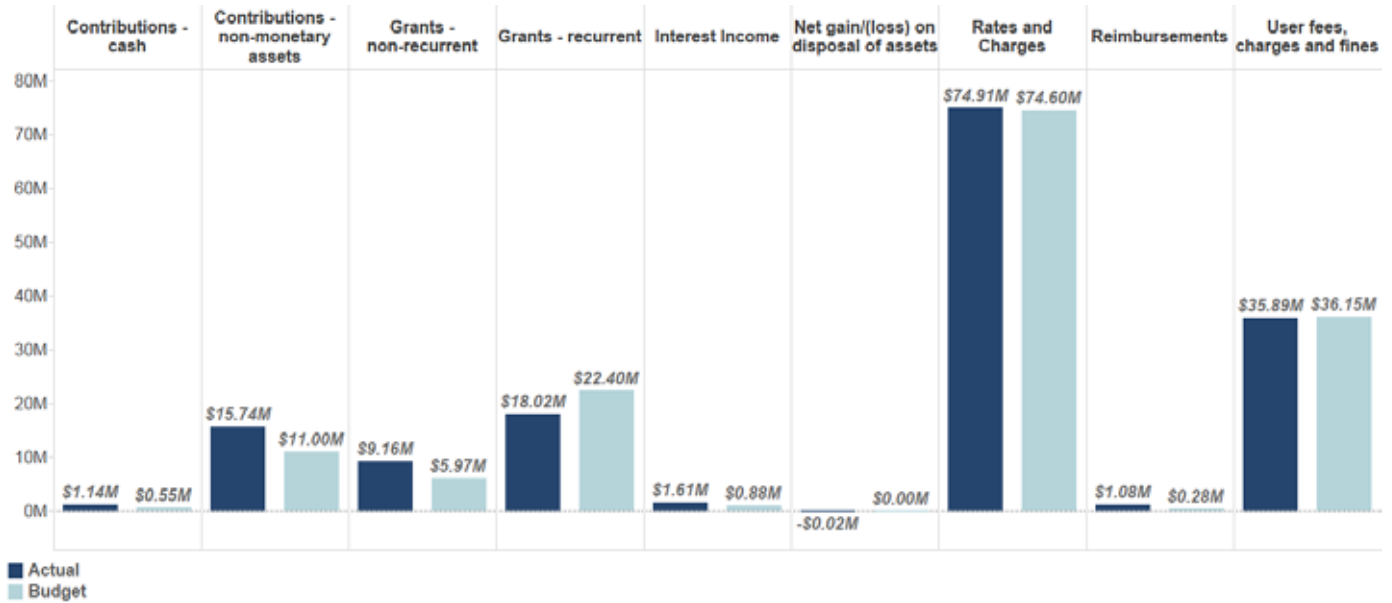
CASH FLOW ACTIVITY	BUDGET (\$'000s)	ACTUAL (\$'000s)
Net cash provided by (used in) operating activities	37,793	44,912
Net cash provided by (used in) investigating activities	61,255	46,398
Net cash provided by (used in) financing activities	24,071	23,687

**REVENUE (Where our money came from)**

Council's Total Revenue for the 2013-14 financial year was favourable (3.75%) against the 2013-14 Budget.

Figure 18: Operating Income by Income Source in 2013-14

The graph below shows Council's total revenue by income source.

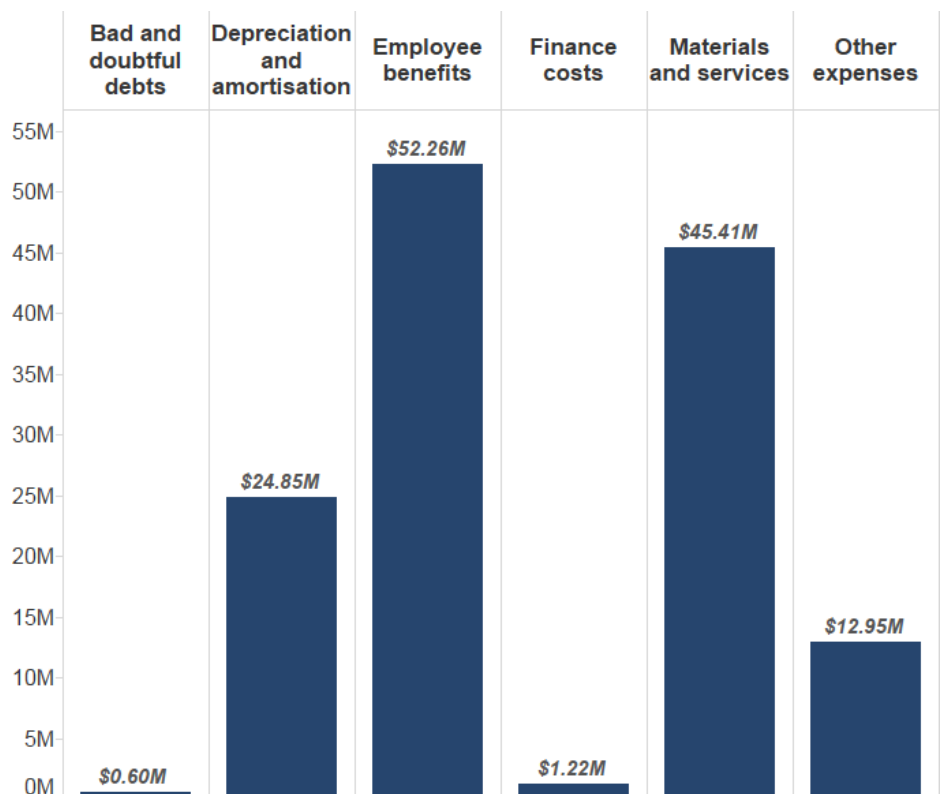


**EXPENSES (Where our money was spent)**

Council's total expenditure for the 2013-14 financial year was \$137.296 million.

Figure 19: Operating Expenditure in 2013-14 by Category

The graph below shows Council's total expenditure as split across the various categories of operational accounts



### ASSETS (What we own)

Council currently manages in excess of \$1.5 billion of community infrastructure assets.

Figure 20: Total Assets in 2013-14 compared with 2012-13

The graph below shows that Council's Asset Holding increased during the 2013-14 financial year as reported in the detailed Financial Statements.

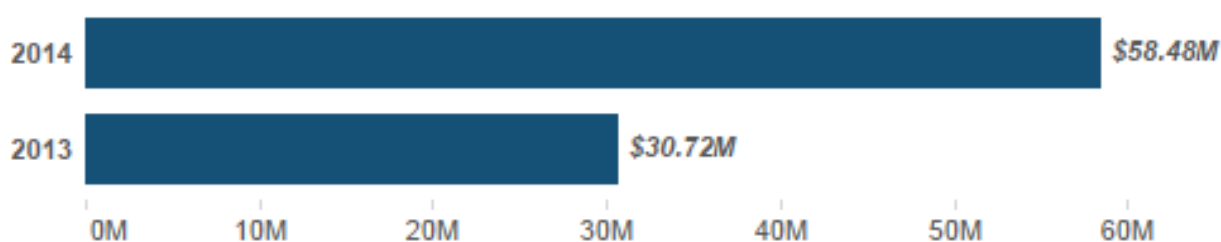


### LIABILITIES (What we owe)

Council has a number of liabilities which include borrowings and other amounts owed to suppliers.

Figure 21: Total Liabilities in 2013-14 compared with 2012-13

The graph below shows that liabilities increased from the previous year. This is due to borrowings to fund major capital works such as the Aquatic Centre and the Civic Hall as reported in the detailed Financial Statements.

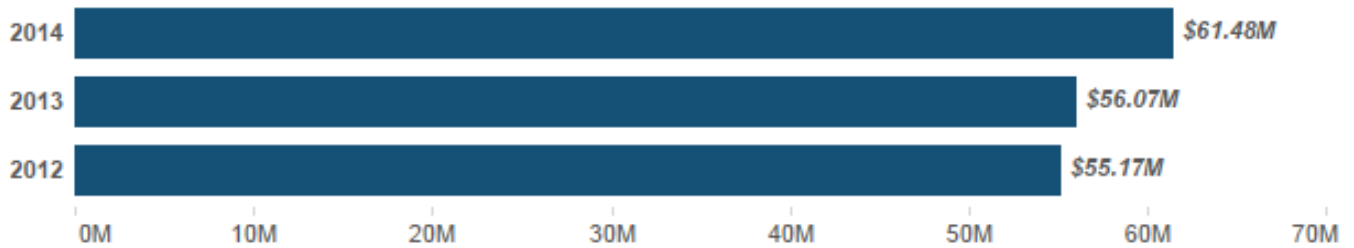


### CAPITAL WORKS (What we delivered)

Council allocates sufficient resources each year to maintain and where possible improve the existing asset base (currently reported at \$1.5 billion) as well as allocates funds to new projects and acquisitions.

Figure 22: Capital Expenditure in 2013-14 compared with 2012-13 and 2011-12

In line with the reported borrowings Council embarked on a significant capital program. This increased to \$61.48 million in 2013-14 from \$56.07 million in 2012-13.



### RATIOS (What our financial health and sustainability looks like)

Council is required to disclose several Financial Ratios. Financial Ratios are performance indicators that use figures from the Financial Statements to demonstrate the relationship between key numbers. The ratios 'tell a story' about the financial health of Council. Ratios focusing on financial sustainability are more relevant and often used in the not-for-profit sector.

Figure 23: Financial Ratios in 2013-14 compared with 2012-13 and 2011-12

The table below reflects our Capital Program delivery in 2013-14

	2014	2013	2012
Debt servicing ratio	0.78%	0.36%	0.43%
Debt commitment ratio	7.29%	2.23%	2.55%
Revenue ratio	47.56%	42.79%	42.97%
Debt exposure ratio	29.33%	16.96%	21.57%
Working capital ratio	232.68%	189.67%	153.97%

# UNDERSTANDING THE FINANCIAL REPORT

(WHAT'S INCLUDED IN THE FINANCIAL REPORT)

**We are committed to accountability and transparency. The following information is provided to help readers understand the financial information provided in this report.**

**The Financial Statements provided in the detailed Financial Report section following are prepared in accordance with the requirements of the Local Government Act.**

A summary of the results is outlined below.

## **The 2013-14 statements include:**

1. Comprehensive income Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Cash Flow Statement
5. Performance Statement
6. Standard Statements
7. Certification of Statements
8. Independent Audit Results

## **COMPREHENSIVE INCOME STATEMENT**

The Comprehensive Income Statement is often referred to as the Profit and Loss Statement and includes Income earned and Expenditure incurred in running Council's operations throughout the year.

## **BALANCE SHEET**

This Balance Sheet is a one-page summary of Council's position as at June 30. It outlines what Council controls (Assets), what it owes (liabilities) and its Total Equity and Net Financial Worth at the end of the year. Assets and Liabilities are separated into Current and Non-Current categories.

## **STATEMENT OF CHANGES IN EQUITY**

During the course of the year, the Value of Total Equity or Net Financial Worth as set out in the Balance Sheet changes. Council's Net Financial

Worth can change as a result of surplus or deficit in the Comprehensive Income Statement.

## **CASH FLOW STATEMENT**

The Cash Flow Statement summarises Council's cash payments and shows all cash amounts received and cash payments made throughout the year as well as the bank balance at the end of the year and changes to the balance throughout the year.

## **PERFORMANCE STATEMENT**

Section 132 of the Local Government Act 1989 requires Local Government Authorities to develop a performance accountability mechanism which allows for a consistent approach in the collection and reporting of information regarding financial performance, operating costs and community satisfaction.

The use of performance indicators by local government provides:

- An improved capacity to objectively measure Council's performance leading to a better set of relationships between State and Local Government
- Better informed local communities

## **STANDARD STATEMENTS**

The Standard Statements report on how the Council performed during the financial year compared to its Adopted and Annual Budget.



Council is required to prepare and include audited Standard Statements in its Annual Report. The Standard Statements include the Income Statement, Cash Flow Statement, Balance Sheet and a Statement of Capital Works, together with explanatory notes.

The Standard Statements compare Council's financial plan, expressed through its Budget, with actual performance. The Local Government Act 1989 requires explanation of any material variances. One-off variances and all differences to Budget of more than 10% are explained. The Budget figures included in the Statements are those adopted by Council in June 2013.

The Budget was based on assumptions that were relevant at the time of adoption of the Budget. The Council set guidelines and parameters for revenue and expense targets in this Budget in order to meet Council's business plan and financial performance targets for both the short and long term.

These statements and supporting notes form a special purpose financial report prepared to meet the requirements of the Local Government Act 1989 and Local Government (Finance and Reporting) Regulations 2004. The Standard Statements have been prepared on accounting bases consistent with those used for the General Purpose Financial Statements and the Budget.

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

The detailed Budget can be obtained by contacting Council and on Council's website. The Standard Statements must be read with reference to these documents. A summary of the results is outlined in the commentary in the following pages.

### **CERTIFICATION OF THE FINANCIAL STATEMENTS**

The Certification of the Financial Statements is made by the person responsible for the financial management of Council, the Chief Financial Officer, and is made separately in respect of each statement. The Chief Financial Officer must state whether, in their opinion, the statements have

met all the statutory and professional reporting requirements. Two Councillors and the Chief Executive Officer make a certification separately in respect of each statement. The Councillors and the Chief Executive Officer must state that in their opinion, the statements are fair and not misleading or inaccurate.

### **INDEPENDENT AUDIT RESULTS**

The Independent Audit Reports are the external and independent opinion of the Victorian Auditor-General and provide the reader with an independent view about Council's compliance with the statutory and professional requirements, as well as the fairness aspects of the statements. The Victorian Auditor-General issues two Audit Reports – a combined report on the Standard Statements and Financial Statements and a separate report on the Performance Statement. Each of the Audit Reports is addressed to the Councillors of the City of Ballarat.

### **NOTES TO THE FINANCIAL REPORT ENDING JUNE 30 2014**

The Notes to the Financial Report are a very important and informative section of the Annual Report. The Australian Accounting Standards are not largely prescriptive in relation to fine detail, therefore to enable the reader to understand the basis on which the values are shown in the Statements, it is necessary to provide some explanation of Council's accounting policies. The Notes also give details about many of the summary figures contained in the Statements. The Note numbers are shown beside the relevant items in the statements.

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# Comprehensive Income Statement

## For the Year Ended 30 June 2014

	Note	2014 \$'000	2013 \$'000
<b>Income</b>			
Rates and charges	2	74,905	68,752
User fees charges and fines	3	35,888	33,686
Grants - recurrent	4	18,020	22,736
Grants - non-recurrent	4	9,161	16,774
Contributions - cash	5 (a)	1,138	1,838
Contributions - non-monetary assets	5 (b)	15,736	13,522
Profit/(Loss) on disposal of assets	6	(22)	205
Interest		1,610	1,345
Reimbursements	7	1,076	1,814
<b>Total Income</b>		<b>157,512</b>	<b>160,672</b>
<b>Expenses</b>			
Employee benefits	8	52,258	52,073
Materials and services	9	45,410	43,301
Bad and doubtful debts	10	601	655
Depreciation and amortisation	11	24,851	25,526
Finance costs		1,222	579
Other expenses	12	12,954	5,947
<b>Total Expenses</b>		<b>137,296</b>	<b>128,081</b>
<b>Profit</b>		<b>20,216</b>	<b>32,591</b>
<b>Other comprehensive income</b>			
Net asset revaluation increment(decrement)	23 (a)	(20,768)	(27,019)
<b>Comprehensive result</b>		<b>(552)</b>	<b>5,572</b>

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

# Balance Sheet

## As at 30 June 2014

	Note	2014 \$'000	2013 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	13	51,949	29,748
Trade and other receivables	14	8,009	9,012
Inventories	15	411	339
Other assets	16	845	2,199
<b>Total Current assets</b>		<b>61,214</b>	<b>41,298</b>
<b>Non-current assets</b>			
Trade and other receivables	14	172	246
Property, infrastructure, plant and equipment	17	1,428,440	1,379,653
Investment property	18	7,612	7,729
<b>Total Non-current assets</b>		<b>1,436,224</b>	<b>1,387,628</b>
<b>Total Assets</b>		<b>1,497,438</b>	<b>1,428,926</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	19	7,447	6,130
Trust funds and deposits	20	2,444	2,357
Provisions	21	11,617	10,121
Interest-bearing loans and borrowings	22	4,800	3,166
<b>Total Current liabilities</b>		<b>26,308</b>	<b>21,774</b>
<b>Non-current liabilities</b>			
Provisions	21	2,821	2,878
Interest-bearing loans and borrowings	22	29,347	6,072
<b>Total Non-current liabilities</b>		<b>32,168</b>	<b>8,950</b>
<b>Total Liabilities</b>		<b>58,476</b>	<b>30,724</b>
<b>Net Assets</b>		<b>1,438,962</b>	<b>1,398,202</b>
<b>Equity</b>			
Accumulated surplus		847,231	786,307
Reserves	23	591,731	611,895
<b>Total Equity</b>		<b>1,438,962</b>	<b>1,398,202</b>

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

# Statement of Changes in Equity

## For the Year Ended 30 June 2014

	Note	Total 2014 \$'000	Accumulated Surplus 2014 \$'000	Asset Revaluation Reserve 2014 \$'000	Other Reserves 2014 \$'000
<b>2014</b>					
Balance at beginning of the financial year		1,398,202	786,307	611,385	510
Prior year adjustments	36	41,312	41,312	-	-
<b>Adjusted balance at beginning of financial year</b>		<b>1,439,514</b>	<b>827,619</b>	<b>611,385</b>	<b>510</b>
Profit(loss)		20,216	20,216	-	-
Net asset revaluation increment (decrement)	23(a)	(20,768)		(20,768)	-
Transfer to other reserves	23(b)	-	(604)	-	604
<b>Balance at end of the financial year</b>		<b>1,438,962</b>	<b>847,231</b>	<b>590,617</b>	<b>1,114</b>
<b>2013</b>					
		<b>2013 \$'000</b>	<b>Accumulated Surplus 2013 \$'000</b>	<b>Asset Revaluation Reserve 2013 \$'000</b>	<b>Other 2013 \$'000</b>
Balance at beginning of the financial year		1,390,415	751,604	638,404	407
Prior year adjustments	36	2,215	2,215	-	-
<b>Adjusted balance at beginning of financial year</b>		<b>1,392,630</b>	<b>753,819</b>	<b>638,404</b>	<b>407</b>
Profit(loss)		32,591	32,591	-	-
Net asset revaluation increment (decrement)	23(a)	(27,019)	-	(27,019)	-
Transfer to other reserves	23(b)	-	(103)	-	103
<b>Balance at end of the financial year</b>		<b>1,398,202</b>	<b>786,307</b>	<b>611,385</b>	<b>510</b>

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

# Cash Flow Statement

## For the Year Ended 30 June 2014

		2014 Inflows/ (Outflows) \$'000	2013 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates		75,908	67,949
Reimbursements (inclusive of GST)		1,135	1,995
User charges and other fines (inclusive of GST)		36,966	34,570
Grants (inclusive of GST)		27,982	41,208
Interest		1,610	1,345
Other receipts (inclusive of GST)		1,138	2,021
Fire services levy		9,005	-
Net GST refund/payment		7,560	4,171
Payments to suppliers (inclusive of GST)		(50,366)	(49,919)
Payments to employees (including redundancies)		(50,819)	(61,374)
Fire services levy		(8,990)	-
Other payments		(6,217)	(6,542)
<b>Net cash provided by (used in) operating activities</b>	24	<b>44,912</b>	<b>35,424</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(46,967)	(48,743)
Proceeds from sale of property, infrastructure, plant and equipment		495	484
Loans and advances to community organisations		(8)	(192)
Repayment of loans and advances from community organisations		82	23
<b>Net cash provided by (used in) investing activities</b>		<b>(46,398)</b>	<b>(48,428)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(1,222)	(579)
Proceeds from interest bearing loans and borrowings		29,145	2,379
Repayment of interest bearing loans and borrowings		(4,236)	(3,334)
<b>Net cash provided by (used in) financing activities</b>		<b>23,687</b>	<b>(1,534)</b>
Net increase / (decrease) in cash and cash equivalents		22,201	(14,538)
Cash and cash equivalents at the beginning of the financial year		29,748	44,286
<b>Cash and cash equivalents at the end of the financial year</b>	13	<b>51,949</b>	<b>29,748</b>
Financing arrangements	26	1,000	1,000
Restrictions on cash assets	27	3,558	2,867

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

# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Introduction

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

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

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

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

**Internal Auditor** - AFS and Associates

**Bankers** - National Australia Bank

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

This financial report is a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes accompanying these financial statements.

The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Finance and Reporting) Regulations 2004.



# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies

(a) **Basis of accounting**

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

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

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

(b) **Change in accounting policies**

**AASB 13 Fair Value Measurement**

Council has applied AASB 13 for the first time in the current year. AASB 13 establishes a single source of guidance for fair value measurements. The fair value measurement requirements of AASB 13 apply to both financial instrument items and non-financial instrument items for which other A-IFRS require or permit fair value measurements and disclosures about fair value measurements, except for share-based payment transactions that are within the scope of AASB 2 Share-based Payment, leasing transactions that are within the scope of AASB 17 Leases, and measurements that have some similarities to fair value but not fair value (e.g. net realisable value for the purposes of measuring inventories or value in use for impairment assessment purposes).

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique. AASB 13 also includes extensive disclosure requirements.

AASB 13 requires prospective application from 1 January 2013. In addition, specific transitional provisions were given to entities such that they need not apply the disclosure requirements set out in the Standard in comparative information provided for periods before the initial application of the Standard. In accordance with these transitional provisions, Council has not made any new disclosures required by AASB 13 for the 2013 comparative period.

Other than the additional disclosures, the application of AASB 13 has not had any material impact on the amounts recognised in the financial statements

All Assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole.

# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

Level 1 - Quotes (unadjusted) market process in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable: and

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and the risk of the asset and liability and the level of the fair value hierarchy as explained above.

#### AASB 119 Employee benefits

In the current year, Council has applied *AASB 119 Employee Benefits* (as revised in 2011) and the related consequential amendments for the first time. AASB 119 changes the definition of short-term employee benefits.

These were previously benefits that were due to be settled within twelve months after the end of the reporting period in which the employees render the related service, however, short-term employee benefits are now defined as benefits expected to be settled wholly before twelve months after the end of the reporting period in which the employees render the related service.

As a result, accrued annual leave balances which were previously classified by Council as short-term benefits no longer meet this definition and are now classified as long-term benefits. This has resulted in a change of measurement for that portion of annual leave provision from an undiscounted to discounted basis.

This change in classification has not materially altered Councils measurement of the annual leave provision.

# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

#### (c) Revenue recognition

##### *Rates, grants and contributions*

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

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

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

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

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

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 4. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

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

##### *User fees charges and fines*

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

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

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

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

##### *Trade and other receivables*

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

##### *Interest and rents*

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

# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

**(d) Inventories**

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

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

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

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

Land is not depreciated.

Road earthworks are not depreciated.

Artworks and Heritage Collections are not depreciated.

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

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

	<b>Period</b>
Buildings	20-200 years
Furniture and Fittings	6-15 years
Recreational and Open Space	3-200 years
Plant and Equipment	2-25 years
Roads	15-80 years
Drainage	50-200 years
Other infrastructure	15-80 years

**(f) Repairs and maintenance**

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

**(g) Borrowing costs**

Bank Loans are carried at the principal amount outstanding. Bank loans are subject to borrowing limits imposed by State Government under Loan Council approval arrangements.

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

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

# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

#### (h) Recognition and measurement of assets

##### *Acquisition*

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

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

Non-monetary assets received in the form of grants or donations are recognised as assets and revenue at their fair value at the date of receipt.

The following classes of assets have been recognised in note 17. In accordance with Council's policy, the threshold limits detailed below have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

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

##### *Revaluation*

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

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

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

# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

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

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

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

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

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

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

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

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

Valuation of Infrastructure comprising earthworks, substructures, seals, kerbs relating to roads, footpaths, bridges and roundabouts, drains and street furniture are revalued yearly by Council's Infrastructure Engineer, and are valued at written down current replacement cost as at 1 July 2013.

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

The valuation of Recreation & Open Space was performed by Council's Engineers and are valued at written down current replacement cost at 1 July 2013

#### *Land under roads*

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

#### *Eureka Flag*

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



# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

**(i) Cash and cash equivalents**

For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

**(j) Investments**

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

**(k) Tender deposits**

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited (refer to note 20).

**(m) Employee benefits**

*Wages and salaries*

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

*Annual leave*

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

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

Annual leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth bond rates are used for discounting future cash flows.

*Long service leave*

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

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

Long service leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth bond rates are used for discounting future cash flows.

*Classification of employee benefits*

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

# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

#### *Superannuation*

The superannuation expense for the reporting year is the amount of the statutory contribution the Council makes to the superannuation plan which provides benefits to its employees. In addition Council may periodically be required to contribute to the defined benefits scheme for current and former employees. Details of these arrangements are recorded in the note 28.

#### (n) **Leases**

##### *Operating leases*

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

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

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, being the Council's operational cycle, or if the Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

#### (p) **Agreements equally proportionately unperformed**

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

#### (q) **Web site costs**

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

#### (r) **Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

#### (s) **Impairment of assets**

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value, less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.



# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

(t) **Rounding**

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

(u) **Non-current assets held for sale**

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

(v) **Investment property**

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

(w) **Financial guarantees**

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. The liability is initially measured at fair value, and if there is a material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with *AASB 137 Provisions, Contingent Liabilities and Contingent Assets* and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

(x) **Contingent assets and contingent liabilities and commitments**

Contingent assets and contingent liabilities are not recognised in the Balance sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value (note 31). Contingent assets and liabilities are presented inclusive of GST receivables or payable respectively.

Commitments are not recognised in the Balance Sheet but are disclosed by way of a note (note 29 and 30).

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

# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

(y) **Pending accounting standards**

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

**Pronouncement: AASB 9 Financial Instruments**

Summary	Impact on Council
<p>AASB 9 standard is one of a series of amendments that are expected to eventually completely replace AASB 139. During 2014-15, the standard will be expanded to include new rules on measurement of financial liabilities and hedge accounting. Currently the existing provisions of AASB 139 will continue to apply in these areas.</p>	<p>The impact is not likely to be extensive in the local government sector. Although it will vary considerably between entities. While the rules are less complex than those of AASB 139, the option to show equity instruments at cost has been largely removed, which is likely to lead to greater volatility within the income statement. However it may also lead to an improved financial position for some entities.</p>
<p>AASB 9 simplifies the classifications of financial assets into those to be carried at amortised cost and those to be carried at fair value – the ‘available for sale’ and ‘held-to-maturity’ categories no longer exists. AASB 9 also simplifies requirements for embedded derivatives and removes the tainting rules associated with held-to-maturity assets.</p>	<p>This will also create a requirement to measure some instruments annually that has not previously existed.</p>



# Notes to the Financial Report

## For the Year Ended 30 June 2014

### Note 1 Significant accounting policies (cont.)

#### (y) Pending accounting standards (cont.)

##### ***Pronouncement: AASB 9 Financial Instruments (cont.)***

Summary	Impact on Council
<p>The new categories of financial assets are:</p> <ul style="list-style-type: none"> <li>· Amortised cost – those assets with ‘basic’ loan features’.</li> <li>· Fair value through other comprehensive income – this treatment is optional for equity instruments not held for trading (this choice is made at initial recognition and is irrevocable).</li> <li>· Fair Value through profit and Loss – everything that does not fall into the above two categories.</li> </ul> <p>The following changes also apply:</p> <ul style="list-style-type: none"> <li>· Investments in unquoted equity instruments must be measured at fair value. However, cost may be the appropriate measure of fair value where there is insufficient more recent information available to determine a fair value.</li> <li>· There is no longer any requirement to consider whether ‘significant or prolonged’ decline in the value of financial assets has occurred. The only impairment testing will be on those assets held at amortised cost, and all impairments will be eligible for reversal.</li> </ul> <p>Similarly, all movements in the fair value of a financial asset now go to the income statement, or, for equity instruments not held for trading, other comprehensive income. There is no longer any requirement to book decrements through the income statement, and increments through equity.</p>	

##### ***Pronouncement: AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounts Standard arising from Reduced Disclosure Requirements***

Summary	Impact on Council
<p>These standards set out the tiers of financial reporting and the reduced disclosure framework.</p>	<p>Council has yet to determine the impact of this standard</p>

	2014	2013
	\$'000	\$'000

## Note 2 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the City of Ballarat.

The valuation base used to calculate general rates for 2013/14 was \$15.842 million (2012/13 \$14.519 million).

General Rates	74,402	67,993
Special Rates	320	375
Interest on Rates	183	404
Abandonments	-	(20)

<b>Total Rates and Charges</b>	<b>74,905</b>	<b>68,752</b>
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The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2014, and the valuation was first applied for the rating year commencing 1 July 2014.

## Note 3 User fees charges and fines

Aged Services Fees	1,040	1,668
Art Gallery	837	949
Ballarat Aquatic Centre	4,283	4,215
Building and Scaffolding Fees	364	269
Child Care Centres and Kindergartens	1,144	1,180
Dog and Cat Registrations and Fines	997	827
Environmental Levy	9,523	8,786
Family Day Care	150	131
Health Licences and Fees	590	574
Her Majesty's Theatre	853	843
Land Information Certificates	91	84
Landfill Operations	4,157	2,162
Library Services	985	1,082
Local Law Permits	180	171
Meals on Wheels	634	709
Other	2,164	1,962
Parking Fees, Fines and Charges	4,807	4,929
Private Works	72	46
Property Rentals	951	741
Robert Clark Centre	129	186
Sale of Valuations	27	222
Sponsorship	23	-
Subdivision Supervision & Certification Fees	798	736
Town Planning Fees and Certificates	481	513
Training Incentives	15	16
Transfer Station	593	685

<b>Total User fees charges and fines</b>	<b>35,888</b>	<b>33,686</b>
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	2014 \$'000	2013 \$'000
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#### Note 4 Grants

Grants were received in respect of the following :

##### Summary of grants

Recurrent	18,020	22,736
Non Recurrent	9,161	16,774

<b>Total Grants</b>	<b>27,181</b>	<b>39,510</b>
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##### Recurrent

Art Gallery, Theatres and Community Arts	312	285
Family and Children's Services	4,364	3,876
General Revenue Grant	6,007	11,495
Healthy Community	408	511
Home Care	4,413	4,947
Library	1,385	697
Other	895	712
School Crossing Supervision	236	213

<b>Total Recurrent</b>	<b>18,020</b>	<b>22,736</b>
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##### Non-recurrent

Buildings	4,428	9,530
Other Structures	851	3,133
Roads	3,882	4,111

<b>Total Non-recurrent</b>	<b>9,161</b>	<b>16,774</b>
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##### Conditions on grants

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

Buildings	2,800	2,382
Community Projects	427	37
Other Structures	288	885

	<b>3,515</b>	<b>3,304</b>
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Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:

Buildings	1,779	723
Community Projects	427	271
Other Structures	289	2,098

	<b>2,495</b>	<b>3,092</b>
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	2014 \$'000	2013 \$'000
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## Note 5 Contributions

### (a) Cash

Infrastructure	-	13
Land and Subdivision Contributions	406	599
Recreational, leisure and community facilities	732	1,226

<b>Total Cash contributions</b>	<b>1,138</b>	<b>1,838</b>
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### (b) Non-monetary assets

Artworks	246	700
Land	129	790
Land under roads	418	843
Parks, open space and streetscapes	10,432	7,125
Roads	4,511	4,064

<b>Total Non-monetary assets</b>	<b>15,736</b>	<b>13,522</b>
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<b>Total Contributions</b>	<b>16,874</b>	<b>15,360</b>
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## Note 6 Profit on disposal of Assets

### (a) Land and Buildings

Proceeds of sale	-	16
Less: Cost of Land and carrying Amount of Buildings Sold	(444)	(136)

<b>Profit/(loss) on Sale</b>	<b>(444)</b>	<b>(120)</b>
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### (b) Plant and Equipment

Proceeds of sale	450	424
Less: Carrying Amount of Plant and Equipment Sold	(28)	(99)

<b>Profit on Sale</b>	<b>422</b>	<b>325</b>
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<b>Total Profit on Sale of Assets</b>	<b>(22)</b>	<b>205</b>
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## Note 7 Reimbursements

Road Maintenance/works	361	616
Legal expenses recovered	230	248
Insurance	87	364
FBT staff reimbursement	187	174
WorkCover reimbursement	211	408
Other	-	4

<b>Total Reimbursements</b>	<b>1,076</b>	<b>1,814</b>
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	<b>2014</b>	<b>2013</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Note 8 Employee benefits</b>		
Wages and salaries	40,075	40,609
WorkCover	1,037	1,232
Annual leave and long service leave	5,336	4,995
Superannuation	3,950	3,913
Other overheads and related costs	1,860	1,324
<b>Total Employee benefits</b>	<b>52,258</b>	<b>52,073</b>
<b>Note 9 Materials and services</b>		
Contract payments	38,970	37,263
Plant and equipment maintenance	2,507	2,313
Utilities	3,933	3,725
<b>Total Materials and services</b>	<b>45,410</b>	<b>43,301</b>
<b>Note 10 Bad and doubtful debts</b>		
Parking fine debtors	387	456
Local Laws debtors	57	33
Animal control	155	128
Other debtors	2	38
<b>Total Bad and doubtful debts</b>	<b>601</b>	<b>655</b>
<b>Note 11 Depreciation and amortisation</b>		
Landfill Improvements	25	25
Plant and Equipment	2,250	2,295
Fixtures, fittings and furniture	49	28
Lending Materials	190	160
Buildings	3,176	2,552
Infrastructure	16,617	18,970
Recreation and Open Space	2,544	1,496
<b>Total Depreciation and amortisation</b>	<b>24,851</b>	<b>25,526</b>
<b>Note 12 Other expenses</b>		
Operating lease rentals	1,078	1,185
Insurances	1,623	1,671
Election Expenses	4	328
Public Relations	668	729
Councillors' allowances	273	258
Legal Expenses	470	1,033
Licenses/Permits	50	46
Asset revaluation expense	8,032	-
Other	756	697
<b>Total Other expenses</b>	<b>12,954</b>	<b>5,947</b>

	2014 \$'000	2013 \$'000
<b>Note 13 Cash and cash equivalents</b>		
Cash at bank and on hand	3,159	631
Term Deposits	48,790	29,117
<b>Total Cash and cash equivalents</b>	<b>51,949</b>	<b>29,748</b>

### Note 14 Trade and other receivables

#### Current

Rates debtors	2,913	2,583
Parking infringement debtors	1,994	1,888
Provision for doubtful debts - parking infringements	(1,066)	(866)
Loans and advances to community organisations	52	47
Library	269	187
Home care	250	311
Local Laws	658	405
Government grants	943	1,885
Other debtors	1,330	1,749
Provision for doubtful debts - other debtors	(333)	(228)
Net GST receivable	999	1,098
	<b>8,009</b>	<b>9,059</b>

#### Non-current

Loans and advances to community organisations	172	199
	<b>172</b>	<b>199</b>
<b>Total Trade and other receivables</b>	<b>8,181</b>	<b>9,258</b>

### Note 15 Inventories

Inventories held for distribution	259	247
Inventories held for sale	152	92
<b>Total Inventories</b>	<b>411</b>	<b>339</b>

### Note 16 Other assets

Prepayments	647	1,941
Accrued income	198	258
<b>Total Other assets</b>	<b>845</b>	<b>2,199</b>



	2014 \$'000	2013 \$'000
<b>Note 17 Property, infrastructure, plant and equipment</b>		
<b>Property</b>		
<b>Land</b>		
at cost	5,884	5,037
at fair value	255,034	255,034
	<b>260,918</b>	<b>260,071</b>
<b>Land under roads</b>		
at fair value	2,880	2,462
	<b>2,880</b>	<b>2,462</b>
<b>Land improvements (Land Fill)</b>		
at fair value	1,220	1,220
Less accumulated depreciation	(202)	(176)
	<b>1,018</b>	<b>1,044</b>
<b>Total Land</b>	<b>264,816</b>	<b>263,577</b>
<b>Buildings</b>		
at fair value	100,401	100,869
at cost	31,225	25,174
Less accumulated depreciation	(5,470)	(2,435)
	<b>126,156</b>	<b>123,608</b>
<b>Total Land &amp; Buildings</b>	<b>390,972</b>	<b>387,185</b>

Valuation of land and buildings were undertaken by Opteon ( Vic) Pty Ltd. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2014 are as follows:

Fair value assessments have been performed at 30 June 2014 for land and buildings. This assessment demonstrated that fair value was materially similar to carrying value and therefore a full revaluation was not required this year. The next scheduled full revaluation for this purpose will be conducted in the 2015 - 2016 financial year

	2014	2013
	\$'000	\$'000

## Note 17 Property, infrastructure, plant and equipment (continued)

	Level 2	Level 3
Land	25,739	235,179
Land under roads	-	2,880
Land improvements ( land fill)	-	1,018
Buildings	33,491	92,665
<b>Total</b>	<b>59,230</b>	<b>331,742</b>
No transfers between levels occurred during the year		
<b>Recreation and Open Space</b>		
at fair value	55,683	39,302
at cost	15,306	20,769
Less accumulated depreciation	(2,544)	(1,496)
<b>Total Recreation and Open Space</b>	<b>68,445</b>	<b>58,575</b>
<b>Plant and Equipment</b>		
<b>Plant, machinery and equipment</b>		
at cost	28,058	24,616
Less accumulated depreciation	(15,158)	(14,138)
	<b>12,900</b>	<b>10,478</b>
<b>Fixtures, fittings and furniture</b>		
at cost	1,663	1,636
Less accumulated depreciation	(1,312)	(1,271)
	<b>351</b>	<b>365</b>
<b>Artwork &amp; Heritage Collections</b>		
at fair value	109,434	109,434
at cost	1,335	1,089
	<b>110,769</b>	<b>110,523</b>
<b>Library books</b>		
at cost	5,699	5,071
Less accumulated depreciation	(3,666)	(3,476)
	<b>2,033</b>	<b>1,595</b>
<b>Total Plant and Equipment</b>	<b>126,053</b>	<b>122,961</b>

	2014	2013
	\$'000	\$'000

## Note 17 Property, infrastructure, plant and equipment (continued)

### Transport Infrastructure at valuation

Road Pavements	406,867	361,236
Surfaces	27,643	24,456
Bridges and Major Culverts	27,144	26,239
Ancillary Transport Assets	47,128	20,982
Kerb and Channel *	24,124	96,794
Pathways	41,233	37,151
Transport Infrastructure at cost	22,701	16,700
Less accumulated depreciation	(13,650)	(12,873)

	<b>583,190</b>	<b>570,685</b>
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### Other Infrastructure at valuation

Box Culverts	10,066	9,396
Pipes	176,032	158,944
Pits	24,711	23,434
Channels *	628	24,593
Outdoor Structures and Facilities	30,895	13,404
Other Infrastructure at cost	11,125	7,207
Less accumulated depreciation	(2,967)	(6,096)

	<b>250,490</b>	<b>230,882</b>
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<b>Total Infrastructure</b>	<b>833,680</b>	<b>801,567</b>
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\* As part of the revaluation these asset classes were reclassified. Due to the system limitations it is not possible to amend last years figures

Valuation of infrastructure assets has been completed by the Councils Infrastructure Engineer

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2014 are as follows:

	Level 2	Level 3
Roads	-	583,190
Other Infrastructure	-	250,490
<b>Total</b>	<b>-</b>	<b>833,680</b>

No transfers between levels occurred during the year

### Works in progress

Recreation & Business Undertakings	3,676	6,894
Buildings	4,238	942
Infrastructure	736	1,526
Plant & Equipment	640	3

<b>Total Works in progress</b>	<b>9,290</b>	<b>9,365</b>
<b>Total Property, infrastructure, plant and equipment</b>	<b>1,428,440</b>	<b>1,379,653</b>

**Note 17 Property, infrastructure, plant and equipment (continued)****Reconciliation of Level 3 fair value**

	Land	Buildings	Land Under Roads	Land Improvements	Infrastructure
<b>Opening Balance</b>	234,332	94,048	2,462	1,044	801,567
Depreciation	-	(2,246)	-	(26)	(16,616)
Revaluation	-	-	-	-	(19,552)
Acquisitions ( Disposal)	847	1,307	418	-	32,298
Recognition of Assets	-	-	-	-	34,457
Transfers	-	(444)	-	-	1,526
<b>Closing Balance</b>	<b>235,179</b>	<b>92,665</b>	<b>-</b>	<b>2,880</b>	<b>-</b>

**Description of significant observable and observable inputs into level 3 valuations**

Class	Valuation Technique	Inputs	Range	Change in Valuation
Land	Market Comparison	Price per square metre	\$600 - \$800/m2 (\$700)	A significant increase or decrease in the extent of the restriction would result in a significantly higher or lower fair value
Buildings	Depreciated Replacement Cost	Direct cost per square metre	\$1,000 - \$1,500/m2 (\$1,300)	A significant increase or decrease in the direct cost per square metre would result in a significantly higher or lower fair value
		Useful life of heritage buildings	30 - 60 years (45 years)	A significant increase or decrease in estimated useful life of the asset would result in a significantly higher or lower fair value
Land Under Roads	Market based direct comparison approach	Extent and impact of restriction of use	-	A significant increase or decrease in the extent of the restriction would result in a significantly higher or lower fair value
Land	Market Comparison	Price per square metre	\$600 - \$800/m2 (\$700)	A significant increase or decrease in the extent of the restriction would result in a significantly higher or lower fair value
Buildings	Depreciated Replacement Cost	Direct cost per square metre	\$1,000 - \$1,500/m2 (\$1,300)	A significant increase or decrease in the direct cost per square metre would result in a significantly higher or lower fair value
		Useful life of heritage buildings	30 - 60 years (45 years)	A significant increase or decrease in estimated useful life of the asset would result in a
Land Under Roads	Market based direct	Extent and impact of	-	A significant increase or decrease in the extent
Roads	Depreciated Replacement Cost	Cost per unit	\$1,000-\$150,000/unit (\$80,000)	A significant increase or decrease in the cost per unit would result in a significantly higher or lower fair value
		Useful life of roads	15 - 80 years (50 years)	A significant increase or decrease in estimated useful life of the asset would result in a
Drainage	Depreciated Replacement Cost	Cost per unit	\$1,000-\$25,000/unit (\$15,000)	A significant increase or decrease in the cost per unit would result in a significantly higher or lower fair value
		Useful life of Drainage	50 - 200 years (100 years)	A significant increase or decrease in estimated useful life of the asset would result in a
Other Infrastructure	Depreciated Replacement Cost	Cost per unit	\$1,000-\$50,000/unit (\$20,000)	A significant increase or decrease in the cost per unit would result in a significantly higher or lower fair value
		Useful life of Other Infrastructure	15 - 80 years (50 years)	A significant increase or decrease in estimated useful life of the asset would result in a

**Note 17 Property, infrastructure, plant and equipment (continued)**

	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements)	Recognition of Assets	Depreciation and amortisation	Written down value of disposals	Transfers	Balance at end of financial year
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2014</b>								
<b>Property</b>								
land	260,071	847	-	-	-	-	-	260,918
land under roads	2,462	418	-	-	-	-	-	2,880
land improvements	1,044	-	-	-	(26)	-	-	1,018
buildings	123,608	5,177	-	-	(3,058)	(444)	873	126,156
recreation and open space	58,575	8,413	(9,248)	6,355	(2,544)	-	6,894	68,445
plant, machinery and equipment	10,478	4,197	-	500	(2,250)	(28)	3	12,900
fixtures, fittings and furniture	365	34	-	-	(48)	-	-	351
artwork and heritage collections	110,523	246	-	-	-	-	-	110,769
library books	1,595	628	-	-	(190)	-	-	2,033
infrastructure	801,567	32,298	(19,552)	34,457	(16,616)	-	1,526	833,680
works in progress	9,365	9,221	-	-	-	-	(9,296)	9,290
<b>Total</b>	<b>1,379,653</b>	<b>61,479</b>	<b>(28,800)</b>	<b>41,312</b>	<b>(24,732)</b>	<b>(472)</b>	<b>-</b>	<b>1,428,440</b>

**Note 17 Property, infrastructure, plant and equipment (continued)**

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

	2014 \$'000	2013 \$'000
<b>Note 18 Investment property</b>		
Investment Property at Valuation (2012)	7,846	7,846
Accumulated Depreciation	(234)	(117)
<b>Balance at end of financial year</b>	<b>7,612</b>	<b>7,729</b>
<b>Note 19 Trade and other payables</b>		
Trade payables	5,668	4,768
Wages Payable	1,623	1,321
Accrued loan expense	156	41
<b>Total trade and other payables</b>	<b>7,447</b>	<b>6,130</b>
<b>Note 20 Trust funds and deposits</b>		
Trust - Majestix Bookings	113	74
Trust - Resiting Of Houses	5	10
Trust - Contract Retentions & Securities	115	44
Trust - Subdivision Holding Fees	1,410	1,055
Trust - Botanic Gardens Community Fund	88	84
Other - Deposits & Trusts	713	1,090
<b>Total trust funds and deposits</b>	<b>2,444</b>	<b>2,357</b>



	2014 \$'000	2013 \$'000
<b>Note 21 Provisions</b>		
<b>(a) Employee benefits</b>		
<b>Current provisions expected to be settled within 12 months</b>		
Annual leave	3,375	3,255
Long service leave	836	704
Other	171	75
	<b>4,382</b>	<b>4,034</b>
<b>Current provisions expected to be settled after 12 months</b>		
Annual leave	1,290	1,159
Long service leave	5,945	4,928
Other	-	-
	<b>7,235</b>	<b>6,087</b>
Total Current provisions	<b>11,617</b>	<b>10,121</b>
<b>Non-current</b>		
Long service leave	1,601	1,658
	<b>1,601</b>	<b>1,658</b>
Aggregate carrying amount of employee benefits:		
Current	11,617	10,121
Non-current	1,601	1,658
	<b>13,218</b>	<b>11,779</b>
The following assumptions were adopted in measuring the present value of employee benefits:		
Weighted average increase in employee costs	4.38%	1.84%
Weighted average discount rates	4.77%	4.84%
Weighted average settlement period	12mths	12mths
<b>(i) Current</b>		
Short-term employee benefits, that fall due within 12 months after the end of the period	4,382	4,034
Other long-term employee benefits that do not fall due within 12 months after the end	7,235	6,087
	<b>11,617</b>	<b>10,121</b>

	2014 \$'000	2013 \$'000
<b>Note 21 Provisions (continued)</b>		
<b>(ii) Non-current</b>		
Long service leave representing less than 7 years of continuous service measured at present value	1,601	1,658
	<b>1,601</b>	<b>1,658</b>
<b>(b) Land fill restoration</b>		
Landfill restoration		
Provision for land fill Improvements	1,220	1,220
	<b>1,220</b>	<b>1,220</b>
Total Non-current provisions	<b>2,821</b>	<b>2,878</b>
Current	11,617	10,121
Non Current	2,821	2,878
<b>Total Provisions</b>	<b>14,438</b>	<b>12,999</b>

## Note 22 Interest-bearing loans and borrowings

<b>Current</b>		
Borrowings - secured	4,800	3,166
	<b>4,800</b>	<b>3,166</b>
<b>Non-current</b>		
Borrowings - secured	29,347	6,072
	<b>29,347</b>	<b>6,072</b>
<b>Total Interest-bearing loans and borrowings</b>	<b>34,147</b>	<b>9,238</b>
The maturity profile for Council's borrowings is:		
Not later than one year	4,800	3,166
Later than one year and not later than five years	14,755	6,072
Later than five years	14,592	-
<b>Total Interest-bearing loans and borrowings</b>	<b>34,147</b>	<b>9,238</b>

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



**Note 23 Reserves**

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserve	\$'000	\$'000	\$'000
<b>2014</b>			
Artwork and Heritage Collections	76,876	-	76,876
Buildings	42,923	-	42,923
Land	221,957	-	221,957
Recreation and Open Space	1,216	(1,216)	-
Plant and Equipment	1,937	-	1,937
Infrastructure	266,476	(19,552)	246,924
<b>Total Asset revaluation reserve</b>	<b>611,385</b>	<b>(20,768)</b>	<b>590,617</b>

<b>2013</b>			
Artwork and Heritage Collections	76,876	-	76,876
Buildings	3,582	39,341	42,923
Land	221,897	60	221,957
Recreation and Open Space	16,488	(15,272)	1,216
Plant and Equipment	1,937	-	1,937
Infrastructure	317,624	(51,148)	266,476
<b>Total Asset revaluation reserve</b>	<b>638,404</b>	<b>(27,019)</b>	<b>611,385</b>

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
(b) Other reserves	\$'000	\$'000	\$'000	\$'000
<b>2014</b>				
Balhausen Organ	12	-	3	9
Developer Contributions	-	407	-	407
Ballarat Aquatic Centre	98	349	-	447
Subdividers Contributions	400	731	880	251
<b>Total Other reserves</b>	<b>510</b>	<b>1,487</b>	<b>883</b>	<b>1,114</b>

<b>2013</b>				
Balhausen Organ	17	1	6	12
Ballarat Aquatic Centre	-	98	-	98
Subdividers Contributions	390	599	589	400
<b>Total Other reserves</b>	<b>407</b>	<b>698</b>	<b>595</b>	<b>510</b>

	2014	2013
	\$'000	\$'000

### Note 24 Reconciliation of cash flows from operating activities to surplus (deficit)

<b>Profit (loss)</b>	20,216	32,591
Depreciation/amortisation	24,851	25,526
(Profit)/loss on disposal of property, infrastructure, plant and equipment	22	(205)
Contributions - Non-monetary assets	(15,736)	(13,522)
Interest and other costs of finance	1,222	579
Fire Services Levy	15	-
Revaluation expense	8,032	-
Movement in GST Payment	4,225	4,387
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	1,003	(2,581)
(Increase)/decrease in other assets	1,354	(1,548)
Increase/(decrease) in trade and other payables	(1,659)	(535)
(Increase)/decrease in inventories	(72)	33
Increase/(Decrease) in provisions	1,439	(9,301)
<b>Net cash provided by/(used in) operating activities</b>	<b>44,912</b>	<b>35,424</b>

### Note 25 Reconciliation of cash and cash equivalents

Cash at Bank	3,159	631
Term Investments	48,790	29,117

<b>Total Reconciliation of cash and cash equivalents</b>	<b>51,949</b>	<b>29,748</b>
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### Note 26 Financing arrangements

Bank overdraft	1,000	1,000
Leasing facilities	3,664	3,552
Used facilities	3,664	3,552

<b>Total Unused facilities</b>	<b>1,000</b>	<b>1,000</b>
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### Note 27 Restricted assets

Council has cash and cash equivalents (note 13) that are subject to restrictions.

Reserve funds (note 23)	1,114	510
Trust Funds and Deposits (note 20)	2,444	2,357

<b>Total Restricted assets</b>	<b>3,558</b>	<b>2,867</b>
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## Note 28 - Superannuation

The City of Ballarat makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). Obligations for contributions are recognised as an expense in profit or loss when they are due. The Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

### Vision Accumulation Plan

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Council contributions are normally based on a fixed percentage of employee earnings (9.25% required under Superannuation Guarantee Legislation). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Effective from 1 July 2013, the Superannuation Guarantee contribution rate increased to 9.25%, and will progressively increase to 12% by 2022.

### Vision Defined Benefit Plan

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

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2011, Council makes the following contributions:-

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

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

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

## Note 28 - Superannuation (continued)

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

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

	2014 \$'000	2013 \$'000
<b>Fund</b>		
<b>Defined benefits fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	585	611
	<b>585</b>	<b>611</b>
Employer contributions payable to Local Authorities Superannuation Fund	-	-
	<b>-</b>	<b>-</b>
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,131	2,962
	<b>3,131</b>	<b>2,962</b>
Employer contributions payable to Local Authorities Superannuation Fund	252	245
	<b>252</b>	<b>245</b>

## Note 29 Commitments

The Council has entered into the following commitments

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2014</b>					
<b>Operating</b>					
Facilities	1,150	510	1,530	1,020	4,210
<b>Capital</b>					
Buildings	9,384	-	-	-	9,384
Infrastructure	2,072	-	-	-	2,072
Roads	2,289	1,400	-	-	3,689
Equipment	954	-	-	-	954
<b>Total Capital</b>	<b>14,699</b>	<b>1,400</b>	<b>-</b>	<b>-</b>	<b>16,099</b>

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2013</b>					
<b>Operating</b>					
Facilities	1,150	1,150	1,530	1,530	5,360
<b>Capital</b>					
Buildings	1,465	-	-	-	1,465
Infrastructure	480	-	-	-	480
Roads	2,068	1,400	1,400	-	4,868
Equipment	481	-	-	-	481
<b>Total Capital</b>	<b>4,494</b>	<b>1,400</b>	<b>1,400</b>	<b>-</b>	<b>7,294</b>

	2014 \$'000	2013 \$'000
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## Note 30 Operating leases

### (a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	975	993
Later than one year and not later than five years	789	1,782
	<b>1,764</b>	<b>2,775</b>

### (b) Operating lease receivables

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

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

Not later than one year	276	296
Later than one year and not later than five years	1,014	217
Later than five years	860	-
	<b>2,150</b>	<b>513</b>

## Note 31 Contingent liabilities and contingent assets

### Contingent liabilities

#### Legal

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

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

### Guarantees for loans to other entities

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

### Contingent assets

#### Developer contributions

In accordance with AASB 137, Council is required to recognise an asset for which it is probable that a future economic benefit will eventuate and the amount of this asset can be reliably measured. At balance date there are no estimates available for developer contributions of infrastructure assets to be received in respect of subdivisions currently under development. As a guide Council has recognised over the past two years developer contributions of \$15,490 million (2013-14) and \$12,823 million (2012-13).

## Note 32 Financial Instruments

### (a) Accounting Policy, terms and conditions

Recognised financial instruments	Note	Accounting Policy	Terms and Conditions
<b>Financial assets</b>			
<b>Cash and cash equivalents</b>	13	<p>Cash on hand and at bank and money market call account are valued at face value.</p> <p>Interest is recognised as it accrues. Investment and bills are valued at cost. Investments are held to maximise interest returns of surplus cash. Interest revenues are recognised as they accrue.</p>	<p>On call deposits returned a floating interest rate of 2.40% to 2.60% (2.50% in 2012/2013). The interest rate at balance date was 2.40% (2.65% in 2012/2013).</p> <p>Funds returned fixed interest rate of between 2.62% (3.32% in 2012/2013) and 4.23% (6.00% in 2012/2013) net of fees.</p>
<b>Loans and Advances</b>		<p>Loans to property owners from Councils Restoration fund. These loans are a charge attached to the rateable land as a result of executed loan agreements. The net fair value of these receivables at the reporting date for both the current and prior year is equal to the carrying amount.</p>	<p>Interest charges on these loans range between 0% &amp; 3% (0%-3% in 2012/2013).</p>
<b>Other debtors</b>	14	<p>Receivables are carried at amortised cost using the effective interest method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred. Collectability of overdue accounts is assessed on an ongoing basis.</p>	<p>General debtors are unsecured and interest free credit terms are based on 30 days</p>
<b>Financial Liabilities</b>			
<b>Trade and other payables</b>	19	<p>Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.</p>	<p>General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.</p>
<b>Interest-bearing loans and borrowings</b>	22	<p>Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.</p>	<p>Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 5.61% (5.87% in 2012/2013).</p>
<b>Bank overdraft</b>	26	<p>Overdrafts are recognised at the principal amount. Interest is charged as an expense as it accrues.</p>	<p>The overdraft is subject to annual review. It is secured by a mortgage over Council's general rates and is repayable on demand. The interest rate as at balance date was 8.97% (9.92% in 2012/2013).</p>

**Note 32 (b) Financial instruments - Interest Rate Risk**

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

	Floating interest		Fixed interest maturing in:			Non-interest bearing	Total
	rate	1 year or less	Over 1 to 5 years	More than 5 years			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2014</b>							
<b>Financial assets</b>							
Cash and cash equivalents	3,159	48,790	-	-	-	-	51,949
Trade and other receivables	-	52	172	-	7,957	-	8,181
Accrued Income	-	-	-	-	198	-	198
<b>Total Financial assets</b>	<b>3,159</b>	<b>48,842</b>	<b>172</b>	<b>-</b>	<b>8,155</b>	<b>-</b>	<b>60,328</b>
<b>Financial liabilities</b>							
Trade and other payables	-	-	-	-	7,447	-	7,447
Trust funds and deposits	-	-	-	-	2,444	-	2,444
Interest-bearing loans and borrowings	-	4,800	14,755	14,592	-	-	34,147
<b>Total Financial liabilities</b>	<b>-</b>	<b>4,800</b>	<b>14,755</b>	<b>14,592</b>	<b>9,891</b>	<b>-</b>	<b>44,038</b>
<b>Net Financial assets (liabilities)</b>	<b>3,159</b>	<b>44,042</b>	<b>(14,583)</b>	<b>(14,592)</b>	<b>(1,736)</b>	<b>-</b>	<b>16,290</b>

	Floating interest		Fixed interest maturing in:			Non-interest bearing	Total
	rate	1 year or less	Over 1 to 5 years	More than 5 years			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2013</b>							
<b>Financial assets</b>							
Cash and cash equivalents	29,748	-	-	-	-	-	29,748
Trade and other receivables	-	-	246	-	9,012	-	9,258
Accrued Income	258	-	-	-	-	-	258
<b>Total Financial assets</b>	<b>30,006</b>	<b>-</b>	<b>246</b>	<b>-</b>	<b>9,012</b>	<b>-</b>	<b>39,264</b>
<b>Financial liabilities</b>							
Trade and other payables	-	-	-	-	6,130	-	6,130
Trust funds and deposits	-	-	-	-	2,357	-	2,357
Interest-bearing loans and borrowings	-	3,166	6,072	-	-	-	9,238
<b>Total Financial liabilities</b>	<b>-</b>	<b>3,166</b>	<b>6,072</b>	<b>-</b>	<b>8,487</b>	<b>-</b>	<b>17,725</b>
<b>Net Financial assets (liabilities)</b>	<b>30,006</b>	<b>(3,166)</b>	<b>(5,826)</b>	<b>-</b>	<b>525</b>	<b>-</b>	<b>21,539</b>

**Interest rate risk**

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

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

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

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

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

- conformity with State and Federal regulations and standards,
- capital protection, and appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,

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



**Note 32(c) Financial Instruments - Net Fair Values**

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

Financial Instruments	Total carrying amount as per Balance Sheet		Aggregate net fair value	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Financial assets				
Cash and cash equivalents	51,949	29,748	51,949	29,748
Trade and other receivables	8,181	9,258	8,181	9,258
Accrued Income	198	258	198	258
<b>Total Financial assets</b>	<b>60,328</b>	<b>39,264</b>	<b>60,328</b>	<b>39,264</b>
Financial liabilities				
Trade and other payables	7,447	6,130	7,447	6,130
Trust funds and deposits	2,444	2,357	2,444	2,357
Interest-bearing loans and borrowings	34,147	9,238	34,147	9,238
<b>Total Financial liabilities</b>	<b>44,038</b>	<b>17,725</b>	<b>44,038</b>	<b>17,725</b>

**(d) Credit Risk**

Ageing of Receivables at reporting date	2014 \$'000	2013 \$'000
Current (not yet due)	4,371	2,928
Past due by up to 30 days	437	1,216
Past due between 31 and 180 days	1,354	1,308
Past due between 181 and 365 days	316	3,560
Past due by more than 1 year	1,703	-
<b>Total Trade &amp; Other Receivables</b>	<b>8,181</b>	<b>9,012</b>
<b>Movement in Provisions for Doubtful Debts</b>	<b>2014 \$'000</b>	<b>2013 \$'000</b>
Balance at the beginning of the year	(1,094)	(778)
New Provisions recognised during the year	(332)	(326)
Amounts already provided for and written off as uncollectable	27	10
<b>Balance at end of year</b>	<b>(1,399)</b>	<b>(1,094)</b>

**Note 32(c) Financial Instruments - Net Fair Values (continued)****Credit Risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

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

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

Trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. However, credit risk associated with the Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. Ongoing credit evaluation is performed on the financial condition of our customers and, where appropriate, an allowance for doubtful debts is raised.

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 31.

**Note 32 (d) Financial Instruments - Credit Risk****Ageing of individually impaired Trade and Other Receivables**

At balance date, other debtors representing financial assets with a nominal value of \$236,129 (2013 \$128,390) were impaired. The amount of the provision raised against these debtors was \$77,517 (2013: \$114,039). The individually impaired debtors relate to general and sundry debtor and have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

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

	2014 \$'000	2013 \$'000
Past due but not impaired	158	14
Past due and impaired	78	114
<b>Total Trade &amp; Other Receivables</b>	<b>236</b>	<b>128</b>

**Note 32 (e) Financial Instruments - Liquidity Risk**

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

2014	0-12 months \$'000	1-2 years \$'000	2-5 years \$'000	>5 years \$'000	Contracted Cash Flow \$'000	Carrying Amount \$'000
Trade and other payables	7,447	-	-	-	7,447	7,447
Trust funds and deposits	2,444	-	-	-	2,444	2,444
Interest-bearing loans and borrowings	6,589	5,872	13,760	16,553	42,774	34,147
<b>Total Financial liabilities</b>	<b>16,480</b>	<b>5,872</b>	<b>13,760</b>	<b>16,553</b>	<b>52,665</b>	<b>44,038</b>

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

**Note 32 (e) Financial Instruments - Liquidity Risk****Liquidity risk**

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

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

To help reduce these risks we:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

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

**Note 32 (f) Financial Instruments - Market Risk Exposure**

		Interest rate risk			
		-2 %		+1%	
		-200 basis points		+100 basis points	
	Subject to risk	Profit	Equity	Profit	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2014</b>					
<b>Financial assets:</b>					
Cash and cash equivalents	51,949	(1,039)	(1,039)	519	519
<b>Financial liabilities:</b>					
Interest-bearing loans & borrowings	34,147	-	-	-	-

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

**Market risk**

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. The interest rate risk for borrowings is zero in the above tables as long term financial liabilities are held to maturity, and are fixed interest liabilities.

**Sensitivity disclosure analysis**

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

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

The table above discloses the impact on net operating result and equity for each category of financial instruments held by the Council at year-end, if the above movements were to occur.

**Note 33 Auditors' remuneration**

	2014 \$'000	2013 \$'000
Audit fee to conduct external audit - Victorian Auditor-General	77	75
Internal audit fees - AFS & Associates	81	103
	<b>158</b>	<b>178</b>

**Note 34 Events occurring after balance date**

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

**Note 35 Related party transactions****(i) Responsible Persons**

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

**Councillors 01-07-2013 to 30-06-2014**

John Burt ( Mayor 1-07-2013 to 1-11-2013) Resigned 8-05-2014  
 Joshua Morris ( Mayor 1-11-2014 to current )  
 Samantha McIntosh  
 Belinda Coates  
 John Philips  
 Amy Johnson  
 Vicki Coltman  
 Des Hudson  
 Peter Innes

**Chief Executive Officer**

Anthony Schinck

**(ii) Remuneration of Responsible Persons**

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

	2014 No.	2013 No.
<\$20,000	-	11
\$20,000 - \$29,999	7	3
\$40,000 - \$49,999	1	1
\$50,000 - \$59,999	1	-
\$260,000 - \$269,999	-	1
\$270,000 - \$279,999	1	-
	<b>10</b>	<b>16</b>

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

\$'000	\$'000
<b>543</b>	<b>515</b>

## Note 35 Related party transactions (continued)

### (iii) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who has management responsibilities and reports directly to the Chief Executive or whose total annual remuneration exceeds \$133,000

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

	<b>2014</b>	<b>2013</b>
	<b>No.</b>	<b>No.</b>
Income Range:		
<133,000	1	-
\$133,000 - \$139,999	3	4
\$140,000 - \$149,999	1	2
\$160,000 - \$169,999	1	3
\$170,000 - \$179,999	2	-
\$180,000 - \$189,999	1	1
\$200,000 - \$209,999	1	1
	<b>10</b>	<b>11</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Total Remuneration for the reporting year for Senior Officers included above, amounted to</b>	<b>1,564</b>	<b>1,727</b>

## Note 35 Related party transactions ( continued )

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

## Note 36 Prior year adjustments

During the annual revaluation process, Council identified further assets owned that were not reflected in the fixed asset register. In 2013 assets to the value of \$2,215 million were found that were not reflected in the Asset Register.

	2014 \$'000	2013 \$'000
<b>Prior Year Adjustments</b>		
<b>Infrastructure</b>		
Structures	2,981	-
Road Seal	767	-
Road Pavement	8,524	485
Footpath	717	-
Kerb	1,055	-
Bridge	156	-
Drainage	20,257	1,730
<b>Recreation &amp; Business Undertakings</b>		
Public Furniture	6,291	-
Structures	64	-
<b>Plant &amp; Equipment</b>		
Other	500	-
<b>Total Prior year adjustments</b>	<b>41,312</b>	<b>2,215</b>



**Note 37 Income and expenses by function/activities**

	<b>2014</b>	<b>2013</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Revenue</b>		
CEO Policy & Support	5,289	-
Executive Unit	-	54
Growth & Development	-	45,679
City Infrastructure	53,747	-
Destination & Economy	-	14,363
City Strategy	4,341	-
People & Communities	16,372	17,081
Governance & Information Services	546	286
Finance	96,346	100,403
Organisation Services	-	185
Strategic Communications	-	17
<b>Total Revenue</b>	<b>176,641</b>	<b>178,068</b>
<b>Expenses</b>		
CEO Policy & Support	4,750	-
Executive Unit	-	990
Growth & Development	-	59,016
City Infrastructure	62,870	-
Destination & Economy	-	13,177
City Strategy	17,883	-
People & Communities	22,719	23,785
Governance & Information Services	8,083	7,312
Finance	40,120	35,987
Organisation Services	-	3,092
Strategic Communications	-	2,118
<b>Total Expenditure</b>	<b>156,425</b>	<b>145,477</b>
<b>Results from Ordinary Activities</b>	<b>20,216</b>	<b>32,591</b>

The following divisions are responsible for delivering Council's programs, projects and activities for the Ballarat community. It should be noted that a restructure took place on July 1 2013 resulting in new divisional names and areas of responsibility. The principle change was to split Growth & Development into two new functions being City Infrastructure and City Strategy. Other minor changes were also carried out.

**CEO Policy & Support**

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

**City Infrastructure**

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

**City Strategy**

City Strategy is responsible for managing the strategic planning for the future development of the municipality. It also manages the City's Art and Cultural assets such as Art Gallery Ballarat, Her Majesty's Theatre, as well as fostering arts and cultural development.

## Note 37 Income, expenses and assets by function/activities (continued)

### People and Communities

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

### Governance and Information Services

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

### 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.





**Note 38 Financial ratios (Performance indicators)**

	2014 \$'000		2014 (%)	2013 (%)	2012 (%)
<b>(a) Debt servicing ratio</b> (to identify the capacity of Council to service its outstanding debt)					
<u>Debt servicing costs</u>	1,222	=	<b>0.78%</b>	0.36%	0.43%
Total revenue	157,512				

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

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

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

<u>Debt servicing &amp; redemption costs</u>	5,458	=	<b>7.29%</b>	2.23%	2.55%
Rate revenue	74,905				

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

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

<u>Rate revenue</u>	74,905	=	<b>47.56%</b>	42.79%	42.97%
Total revenue	157,512				

The level of Council's reliance on rate revenue is

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

<u>Total indebtedness</u>	54,918	=	<b>29.33%</b>	16.96%	21.57%
Total realisable assets	187,267				

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

Any liability represented by a restricted asset (note 27) is excluded from total indebtedness.

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

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

### Note 38 Financial ratios (Performance indicators) (continued)

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

	2014 \$'000		2014 (%)	2013 (%)	2012 (%)
<b>(e) Working capital ratio</b> (to assess Council's ability to meet current commitments)					
<u>Current assets</u> Current liabilities	<u>61,214</u> 26,308	=	<b>232.68%</b>	189.67%	153.97%

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



## Note 39 Capital expenditure

	2014 \$'000	2013 \$'000
<b>Capital expenditure areas</b>		
Buildings	9,348	12,372
Art Works	246	700
Land	847	2,410
Lending Materials	628	294
Land Under Roads	418	843
Infrastructure	33,031	25,395
Plant & Equipment	4,839	4,007
Furniture & fittings	34	229
Recreation and Open Space	12,088	9,822
<b>Total Capital works</b>	<b>61,479</b>	<b>56,072</b>
Represented by:		
Renewal of Assets	19,421	10,978
Upgrade of Assets	4,580	12,216
New Assets	37,478	32,878
<b>Total Capital works</b>	<b>61,479</b>	<b>56,072</b>

### Property, plant and equipment, infrastructure movement

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

Total capital works	61,479	56,072
Asset revaluation movement	(28,800)	(27,062)
Recognition of assets	41,312	2,219
Depreciation/amortisation	(24,732)	(25,410)
Written down value of assets sold	(472)	(235)
<b>Net movement in Property, plant and equipment, infrastructure</b>	<b>48,787</b>	<b>5,584</b>

**(a) Renewal**

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

**(b) Upgrade**

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

**(c) Expansion**

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



## Certification of the Financial Report

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



*Glenn Kallio CPA*  
Principal Accounting Officer

**Date :** 24 September 2014  
*Ballarat*

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Ballarat for the year ended 30 June 2014 and the financial position of the Council as at that date.

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

We have been authorised by the Council on 24 September 2014 to certify the financial statements in their final form.



*Des Hudson*  
Councillor

**Date :** 24 September 2014  
*Ballarat*



*Vicki Coltman*  
Councillor

**Date :** 24 September 2014  
*Ballarat*



*Anthony Schinck*  
Chief Executive Officer

**Date :** 24 September 2014  
*Ballarat*

# Standard Income Statement

## For the Year Ended 30 June 2014

	2014 Budget \$'000	2014 Actual \$'000	Variance \$'000	Variance %	Ref
<b>Income</b>					
Rates and charges	74,599	74,905	306	0.4%	
User fees, charges and fines	36,148	35,888	(260)	-0.7%	
Contributions - cash	550	1,138	588	106.9%	1
Contributions - non-monetary assets	11,000	15,736	4,736	43.1%	1
Grants - recurrent	22,404	18,020	(4,384)	-19.6%	2
Grants - non-recurrent	5,969	9,161	3,192	53.5%	2
Reimbursements	278	1,076	798	287.1%	3
Net gain/(loss) on disposal of assets	-	(22)	(22)	0.0%	
Interest income	878	1,610	732	83.4%	4
<b>Total Income</b>	<b>151,826</b>	<b>157,512</b>	<b>5,686</b>	<b>3.75%</b>	
<b>Expenses</b>					
Employee benefits	50,569	52,258	1,689	3.3%	5
Materials and services	46,017	45,410	(607)	-1.3%	
Bad and doubtful debts	556	601	45	8.1%	
Depreciation and amortisation	31,393	24,851	(6,542)	-20.8%	
Finance costs	929	1,222	293	31.5%	
Other expenses	5,144	12,954	7,810	151.8%	6
<b>Total Expenses</b>	<b>134,608</b>	<b>137,296</b>	<b>2,688</b>	<b>2.00%</b>	
<b>Profit/(loss)</b>	<b>17,218</b>	<b>20,216</b>	<b>2,998</b>	<b>17.41%</b>	
<b>Other comprehensive income</b>					
Net asset revaluation increment(decrement)	-	(20,768)	(20,768)	0.0%	7
<b>Comprehensive result</b>	<b>17,218</b>	<b>(552)</b>	<b>(17,770)</b>	<b>-103%</b>	

# Standard Balance Sheet

## For the year ended 30 June 2014

	2014 Budget \$'000	2014 Actual \$'000	Variance \$'000	Variance %	Ref
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	18,179	51,949	33,770	185.8%	8
Trade and other receivables	7,850	8,009	159	2.0%	
Inventories	-	411	411	0.0%	
Other assets	1,040	845	(195)	-18.8%	
<b>Total Current assets</b>	<b>27,069</b>	<b>61,214</b>	<b>34,145</b>	<b>126.1%</b>	
<b>Non-current assets</b>					
Trade and other receivables	78	172	94	120.5%	
Property, infrastructure, plant and equipment	1,449,950	1,428,440	(21,510)	-1.5%	9
Investment property	-	7,612	7,612	0.0%	10
	-				
<b>Total Non-current assets</b>	<b>1,450,028</b>	<b>1,436,224</b>	<b>(13,804)</b>	<b>-1.0%</b>	
<b>Total Assets</b>	<b>1,477,097</b>	<b>1,497,438</b>	<b>20,341</b>	<b>1.4%</b>	
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	4,559	7,447	2,888	63.3%	11
Trust funds and deposits	2,279	2,444	165	7.2%	
Provisions	9,766	11,617	1,851	19.0%	12
Interest-bearing loans and borrowings	4,659	4,800	141	3.0%	
<b>Total Current liabilities</b>	<b>21,263</b>	<b>26,308</b>	<b>5,045</b>	<b>23.7%</b>	
<b>Non-current liabilities</b>					
Provisions	2,845	2,821	(24)	-0.8%	12
Interest-bearing loans and borrowings	29,534	29,347	(187)	-0.6%	
<b>Total Non-current liabilities</b>	<b>32,379</b>	<b>32,168</b>	<b>(211)</b>	<b>-0.7%</b>	
<b>Total Liabilities</b>	<b>53,642</b>	<b>58,476</b>	<b>4,834</b>	<b>9.0%</b>	
<b>Net Assets</b>	<b>1,423,455</b>	<b>1,438,962</b>	<b>15,507</b>	<b>1.1%</b>	
<b>Equity</b>					
Accumulated surplus	918,921	847,231	(71,690)	-7.8%	
Reserves	504,534	591,731	87,197	17.3%	
<b>Total Equity</b>	<b>1,423,455</b>	<b>1,438,962</b>	<b>15,507</b>	<b>1.1%</b>	

# Standard Cash Flow Statement

## For the year ended 30 June 2014

	Budget Inflows/ (Outflows) 2014 \$'000	Actual Inflows/ (Outflows) 2014 \$'000	Variance \$'000	Variance %	Ref
<b>Cash flows from operating activities</b>					
Rates	73,852	75,908	2,056	2.8%	
Statutory fees and fines (inclusive of GST)	36,148	36,966	818	2.3%	
Grants (inclusive of GST)	28,373	27,982	(391)	-1.4%	2
Reimbursements (inclusive of GST)	278	1,135	857	308.3%	3
Interest	878	1,610	732	83.4%	4
Other receipts (inclusive of GST)	550	1,138	588	106.9%	
Fire Services Levy	-	9,005	9,005	0.0%	15
Net GST refund/payment	-	7,560	7,560	0.0%	16
Payments to suppliers (inclusive of GST)	(44,832)	(50,366)	(5,534)	12.3%	13
Payments to employees (including redundancies)	(51,754)	(50,819)	935	-1.8%	
Fire Services Levy	-	(8,990)	(8,990)	0.0%	15
Other payments	(5,700)	(6,217)	(517)	9.1%	
<b>Net cash provided by (used in) operating activities</b>	<b>37,793</b>	<b>44,912</b>	<b>7,119</b>	<b>18.8%</b>	
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(61,725)	(46,967)	14,758	-23.9%	14
Proceeds from sale of property, infrastructure, plant and equipment	470	495	25	5.3%	
Loans and advances to community organisations	-	(8)	(8)	0.0%	
Repayment of loans and advances from community organisations	-	82	82	0.0%	
<b>Net cash provided by (used in) investing activities</b>	<b>(61,255)</b>	<b>(46,398)</b>	<b>14,857</b>	<b>-24.3%</b>	
<b>Cash flows from financing activities</b>					
Finance costs	(929)	(1,222)	(293)	31.5%	
Proceeds from interest bearing loans and borrowings	28,105	29,145	1,040	3.7%	
Repayment of interest bearing loans and borrowings	(3,105)	(4,236)	(1,131)	36.4%	
<b>Net cash provided by (used in) financing activities</b>	<b>24,071</b>	<b>23,687</b>	<b>(384)</b>	<b>-1.6%</b>	
Net increase (decrease) in cash and cash equivalents	610	22,201	21,591	3539.5%	
Cash and cash equivalents at the beginning of the financial year	17,569	29,748	12,179	69.3%	
<b>Cash and cash equivalents at the end of the financial year</b>	<b>18,179</b>	<b>51,949</b>	<b>33,770</b>	<b>185.8%</b>	



# Standard Statement of Capital Works

## For the year ended 30 June 2014

	Budget 2014 \$'000	Actual 2014 \$'000	Variance \$'000	Variance %	Ref
<b>Capital expenditure</b>					
<b>Capital expenditure areas</b>					
Buildings	9,040	9,348	308	3.4%	
Art Works	-	246	246	0.0%	
Infrastructure	36,108	34,296	(1,812)	-5.0%	
Plant and equipment	6,113	5,501	(612)	-10.0%	17
Recreation and Open Space	21,465	12,088	(9,377)	-43.7%	18
<b>Total Capital works</b>	<b>72,726</b>	<b>61,479</b>	<b>(11,247)</b>	<b>-15.5%</b>	<b>13</b>
<b>Represented by:</b>					
Renewal of Assets	26,438	19,421	(7,017)	-26.5%	
Upgrade of Assets	6,313	4,580	(1,733)	-27.5%	
New Assets	39,975	37,478	(2,497)	-6.2%	
<b>Total Capital works</b>	<b>72,726</b>	<b>61,479</b>	<b>(11,247)</b>	<b>-15.5%</b>	
<b>Property, plant and equipment,</b>					
The movement in property, plant and equipment, infrastructure as shown in the capital works links to the net of the following items:					
Total capital works	72,726	61,479	(11,247)	-15.5%	
Asset revaluation movement	-	(20,768)	(20,768)	0.0%	
Depreciation/amortisation	(31,393)	(24,851)	6,542	-20.8%	
Written down value of assets sold	-	(472)	(472)	0.0%	
<b>Net movement in Property, plant and equipment, infrastructure</b>	<b>41,333</b>	<b>15,388</b>	<b>(25,945)</b>	<b>-62.8%</b>	

## Notes to the Standard Statements

### 1. Basis of preparation of Standard Statements

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

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

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

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

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

The budget figures included in the Statements are those adopted by Council on 26th June 2013. The budget was based on assumptions that were relevant at the time of adoption of the budget. The City set guidelines and parameters for revenue and expense targets in this budget in order to meet its business plan and financial performance targets for both the short and long term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

## Commentary on the Notes to the Standard Statements

### Standard Income Statement

The Standard Income Statement shows a comprehensive result of a loss of (\$552) k for the year ended 30th June 2014. Factors that have had a significant effect on the actual results when compared to the adopted budget are:

Council resolved in September 2013 to approve carryovers totalling \$15.781 million. These carryovers relate to government grants that were received in 2012/13 financial year and to those works that were not finished as at 30 June 2013, however required funding in 2013/14 to complete those projects.

#### (1) Contributions

The additional funds for contributions is in two parts, the first being for cash contributions, the second being non-recurrent contributions.

The additional cash contributions was from S.173 agreements in lieu of developer contributions. These amounts were not budgeted for.

The non-recurrent contributions related to Art Gallery donations of art work, which was not allowed for, and higher than anticipated levels of subdivisional assets transferred to Council for the financial year.

**(2) Grant Revenue**

Grant revenue varies significantly from budget for both recurrent and non-recurrent grants. Recurrent grants recorded a shortfall of \$4.384 million for the year due to the first instalment of the Victorian Grants Commission allocation being received in the previous financial year.

Non recurrent grants was in excess of the budget due to the receipt of funds for capital projects that were not allowed for. These monies will be required to be carried forward to the 2014/15 financial year.

**(3) Reimbursements**

Additional reimbursements were received relating to:

- FBT
- WorkCover
- Legal Expense Reimbursement
- Western Link Road Project

**(4) Interest Income**

Interest income for the year was substantially above the budgeted amount due to the decision to borrow the loan funds earlier than anticipated. These funds were borrowed earlier due to the favourable economic position at the time, thus providing Council additional funds to invest.

**(5) Employee Costs**

Employee costs were higher than anticipated due to a correction in the LSL calculation, a correction was made to the starting dates of a number of employees which affected this calculation.

A higher than anticipated levels of sick leave incurred during the financial year.

**(6) Other expenses**

The annual revaluation of recreation business undertakings resulted in a decrement exceeding the asset revaluation reserve amount. As a result \$8.032 million was written back as an expense for the 2013/14 year.

**(7) Net Asset Revaluation Increment / (Decrement)**

The annual revaluation of infrastructure assets resulted in the decrement of asset values. Reduction in unit rates over the last 12 months has resulted in this decrease in valuations.

**Standard Balance Sheet****(8) Cash Assets**

Cash and investments have increased substantially due to the major projects of the Civic Hall and Aquatic works. Both of these projects were not completed within the financial year as budgeted. The Aquatic projects will be delivered in the 2014/15 financial year whilst the Civic Hall project is still subject to community consultation.

**(9) Property, Infrastructure, Plant and Equipment**

The main cause for the reduction in assets has been the revaluation of infrastructure assets and Open Space assets as was explained in note 6 of these comments and as is set out in note 23 of the financial statements.

**(10) Investment property**

In the formulation of the budget the investment property was not separately accounted for thus resulting in a variation for the financial year.

**(11) Trade and other payables.**

The budgeted figures are completed as at March of 2013, which vary from the final accounts for that financial year. Budgets are based on the premise that accounts payable will be constant from year to year. There is no way to determine any increase or decrease in payables from year to year.

**(12) Provisions**

Two reasons for the variation in the final result. Firstly the budgeted figures are completed as at March of 2013, which vary from the final accounts for that financial year. The second part being due to the correction of starting dates for a number of employees which has restated the liability for employee entitlements.

**Standard Cash Flow Statement****(13) Payments to Suppliers**

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

**(14) Payments for Property, Infrastructure, Plant and Equipment**

Both the Civic Hall and Aquatic projects are behind schedule as at June 30, 2014. These two projects account for the majority of expenditure that remained outstanding.

**(15) Fires Services Levy**

The fire services levy are funds received on behalf of the State Government. These are not budgeted for as they are not Council funds. These funds are in effect trust funds held on behalf of the State Government.

**(16) Net GST refund/payment**

Council does not budget for the movement in GST as this is impossible to predict. In the long term all cashflow in relation to the GST would equal thus having no impact on the Councils operations.

**Standard Statement of Capital Works****(17) Plant and equipment**

During the financial year the decision was made to delay the purchase of some major items of plant.

**(18) Recreation and open space**

The variation was due to the timing differences in the actual delivery of the aquatic solutions.



## Certification of the Standard Statements

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



Glenn Kallio CPA  
Principal Accounting Officer

Date : 24 September 2014  
Ballarat

In our opinion the accompanying standard statements present fairly the financial transactions of the City of Ballarat for the year ended 30 June 2014 and the financial position of the Council as at that date.

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

We have been authorised by the Council on 24 September 2014 to certify the standard statements in their final form.



Des Hudson  
Councillor

Date : 24 September 2014  
Ballarat



Vicki Coltman  
Councillor

Date : 24 September 2014  
Ballarat

# 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 (d) of the LGA) for the 2013/14 financial year. The measures used were the key performance indicators in the Council's 2013/14 Budget.

Key Strategic Activity	Target 2013-14	Actual 2013-14	Target Met /Not Met
No. New residents programs	4	6	Met
No. Phone calls answered within 30 Seconds	80%	78%	Not Met
Percentage of total memberships that are renewed for the year (BLAC)	56%	99.81%	Met
Average days to pay creditors	30	28	Met
Percentage of waste diverted from landfill	38%	27%	Not Met
Percentage of capital budgeted projects completed within financial year	80%	87%	Met
Percentage of planning applications processed within 60 statutory days	80%	76%	Not Met
No. Active memberships ( Ballarat Library's)	30,000	29,077	Not Met
No.Total Loans ( Ballarat Library's)	680,000	667,221	Not Met
Liquidity Risk	Medium	Low	Met
Underlying result risk	Low	Low	Met
Self financing risk	Medium	Low	Met
Indebtedness risk	Low	Low	Met
Investment gap risk	Medium	Low	Met

## Council Approval of the 2013/14 Performance Statement

In our opinion, the accompanying performance statement of the Ballarat City Council in respect of the 2013/14 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.



Des Hudson  
Councillor

Date : 24/09/2014  
Ballarat



Vicki Coltman  
Councillor

Date : 24/09/2014  
Ballarat

## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, City of Ballarat

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

The accompanying financial report for the year ended 30 June 2014 of the City of Ballarat which comprises comprehensive income statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report has been audited.

The accompanying standard statements for the year ended 30 June 2014 of City of Ballarat which comprises standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of the standard statement has been audited.

#### *The Councillors' Responsibility for the Financial Report and Standard Statements*

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

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

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

#### *Auditor's Responsibility*

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report and standard statements are free from material misstatement.

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

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report and standard statements.



## Independent Auditor's Report (continued)

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

### *Independence*

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

### *Opinion*

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of the City of Ballarat as at 30 June 2014 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- (b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in note 1 to the statements and the requirements of the *Local Government Act 1989*.

### *Basis of Accounting for Standard Statements*

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

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

This auditor's report relates to the financial report and standard statements of the City of Ballarat for the year ended 30 June 2014 included both in the City of Ballarat's annual report and on the website. The Councillors of the City of Ballarat are responsible for the integrity of the City of Ballarat's website. I have not been engaged to report on the integrity of the City of Ballarat's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report and standard statements to confirm the information contained in the website version of the financial report and standard statements.

MELBOURNE  
26 September 2014

  
Dr Peter Frost  
Acting Auditor-General

## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, City of Ballarat

#### *The Performance Statement*

The accompanying performance statement for the year ended 30 June 2014 of the City of Ballarat which comprises the statement, the related notes and the certification of 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* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

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

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

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

## Independent Auditor's Report (continued)

### *Independence*

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

### *Auditor's Opinion*

In my opinion, the performance statement of the City of Ballarat in respect of the 30 June 2014 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 2014 included both in the City of Ballarat's annual report and on the website. The Councillors of the City of Ballarat are responsible for the integrity of the City of Ballarat's website. I have not been engaged to report on the integrity of the City of Ballarat's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE  
26 September 2014

  
Dr Peter Frost  
Acting Auditor-General

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# REFERENCE

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# HOW TO CONTACT US

## OUR OFFICES

### Town Hall Office

Cnr Sturt &  
Armstrong Streets  
Ballarat Central  
**T:** 03 5320 5500  
Mon-Fri 8.15am-5pm

### The Phoenix Office

25 Armstrong Street  
South Ballarat  
Central  
**T:** 03 5320 5500  
Mon-Fri 8.15am-5pm

### Ballarat Works Depot

Cnr Sturt &  
Armstrong Streets  
Ballarat Central  
**T:** 03 5320 5500  
Mon-Fri 8.15am-5pm

### Parks and Environment Office

Cnr Ring Road  
& Trewin Street  
Wendouree  
**T:** 03 5320 7401  
Mon-Fri 7.15am-4pm

### Local Laws and Traffic Office

25 Armstrong Street  
South Ballarat  
**T:** 03 5320 5714  
Mon-Fri 8.15am-5pm

## EMAIL

[ballcity@ballarat.vic.gov.au](mailto:ballcity@ballarat.vic.gov.au)

For customer requests please use Council's e-Services system

## POST

City of Ballarat  
PO Box 655 Ballarat  
Victoria 3353

## ONLINE

[www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au)

## We are NRS-friendly

If you are deaf or have a hearing impairment or speech impairment you can contact us through the National Relay Service ([www.relayservice.com.au](http://www.relayservice.com.au)):

- TTY users phone 133 677 then ask for 03 5320 5500
- Speak and Listen users phone 1300 555 727 then ask for 03 5320 5500
- Internet relay users connect to the NRS [www.iprelay.com.au/call/index.aspx](http://www.iprelay.com.au/call/index.aspx) then ask for 03 5320 5500

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[www.youtube.com/user/TheCityofBallarat](http://www.youtube.com/user/TheCityofBallarat)

## INVESTMENT ENQUIRIES

Economic Development Unit  
03 5320 5579  
[economicdevelopment@ballarat.vic.gov.au](mailto:economicdevelopment@ballarat.vic.gov.au)

## VISIT ENQUIRIES

[www.visitballarat.com.au](http://www.visitballarat.com.au)  
1800 44 66 33

