



City of Ballarat

ANNUAL REPORT 2015-16



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

Cover: Archibald Prize Exhibition 2015 at the Art Gallery of Ballarat.
Front cover: Jaiwai Shen *How to explain a white rabbit*, oil on canvas, 183 x 183 cm, © the artist
Back cover: Kerry McInnes *Omar Musa, The poetry of unease*, oil on canvas, 230 x 165.9 cm, © the artist
Photo courtesy of the Art Gallery of Ballarat.



WELCOME

FROM YOUR COUNCILLORS

We are pleased to present this Annual Report to our community.

It reports on how we performed during 2015-16 against the Council Plan 2013-17 based on the theme *Leading Sustainable Growth, Strengthening our Community and Respecting our Heritage*. It also reports on the challenges and disappointments we faced and what our focus will be looking ahead in the final few months of this Council term. We trust that it is a detailed and honest account.

We hope that you find this report informative and easy to understand. It demonstrates the diversity and breadth of our operations and the services we deliver to our community on a daily basis. In an effort to continuously improve how we communicate with you, we welcome your feedback. Details on how you can provide feedback can be found on page 222.

OUR STRATEGIC PURPOSE

Leading Sustainable Growth, Strengthening our Community and Respecting our Heritage.

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.



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HIGHLIGHTS OUR PERFORMANCE

	GROWTH & DEVELOPMENT PORTFOLIO	PEOPLE & COMMUNITIES PORTFOLIO
	<p>We imagine Ballarat as a well-planned city that maintains a unique urban character, 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.</p>	<p>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.</p>
	<p>Highlights</p> <ul style="list-style-type: none"> » Advancing the Ballarat Botanical Gardens Fernery project located within the Lake Wendouree Precinct. » Making sure there are great public open spaces, more trees and new parks in growth areas in Ballarat West such as Lucas to ensure urban character. » Advancing Greening Ballarat Projects such as significant tree planting – more than 1,400 street trees were planted. » Enhancing further the city's five major entrances and boulevards. » Investing in city presentation projects across the city including street landscaping, street furniture and street irrigation, public place recycling, bus shelters and restoring city monuments. » Investing in drainage works across the city including kerb and channel works and footpath repairs. » Investing more than \$16 million in road (including rural roads) infrastructure such as road construction, renewal and repairs and bridge rehabilitation. » Investing in maintaining the city's parks, gardens, sporting and recreational facilities for the benefit of all residents. » Investing more than \$2 million in maintaining the city's community buildings to ensure they are in the best possible condition for community use. » Investing in bicycle infrastructure projects throughout the city. <p>Challenges/Disappointments</p> <ul style="list-style-type: none"> » Working through the complex process for the relocation of the Ballarat saleyards and balancing community expectations of this project has been a significant challenge. <p>Looking Ahead</p> <ul style="list-style-type: none"> » Finalising the work on the Victoria Park Master Plan to provide more inclusive and attractive spaces within the precinct that will encourage increased physical activity and social connection. 	<p>Highlights</p> <ul style="list-style-type: none"> » Delivering Ballarat's first inclusive play space at Victoria Park. » Delivering two new outdoor aquatic play spaces in Sebastopol and Ballarat East following the success of the first one in North Ballarat and planning for an additional play space at the Ballarat Aquatic & Lifestyle Centre which will include a water slide. » Investing in further amenity improvements at the Eureka Swimming Complex. » Hosted the Matildas v NZ Ferns soccer match prior to the Olympic Games at the Ballarat Regional Soccer Facility at Morshead Park. » Delivering a significant upgrade (oval reconstruction and lighting) at the Alfredton Recreation Reserve. » Upgrading a significant number of neighbourhood playgrounds and parks across the city. » Seeing the 3-year/\$900,000 investment in Buninyong, Learmonth and Miners Rest come to fruition through the Engaging Communities Program. » Introducing the Engaging Communities Program in Sebastopol, Brown Hill and Cardigan Village to facilitate and seed local neighbourhood investment. » Investing \$300,000 in empowering local groups and organisations through the Community Impact Grants Program. » Investing further in bookstock for the city's libraries. » Advancing the Sebastopol Library redevelopment project. <p>Challenges/Disappointments</p> <ul style="list-style-type: none"> » Not yet securing Federal funding required to bridge the gap for the development of the Wendouree Sports and Events Centre has been a significant disappointment. <p>Looking Ahead</p> <ul style="list-style-type: none"> » Pushing ahead with the redevelopment of the Sebastopol Library to continue to provide improved services and facilities that promote lifelong learning and encourage residents to actively participate in community life.

<p>DESTINATION & ECONOMY PORTFOLIO</p>	<p>BUILDING A MORE SUSTAINABLE CITY</p>	
<p>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 and vibrant cultural life.</p>	<p>We continued to maintain and manage the city's resources and to invest in initiatives as part of our ongoing commitment to achieving sustainable environmental outcomes.</p>	
<p>Highlights</p> <ul style="list-style-type: none"> » Finalising the decision in 2015 on the future site for the Ballarat saleyards. A development plan for the new site at Miners Rest is due for approval in 2016-17, with works to commence post-approval. » Holding four TenderWrite workshops in 2015-16 in support of the Ballarat Industry Participation Process - since the TenderWrite Program was introduced, more than 600 local business people have participated. » Progressing the Ballarat West Employment Zone to create the catalyst for future jobs for the city – this included strategic lobbying for projects within this precinct such as the Aviation Emergency Services Hub. » Bringing the Archibald Prize Exhibition to the Art Gallery of Ballarat which was a huge success based on attendance. » Putting on the first-ever Ballarat Winterlude Festival. » Continuing to grow the city's established events. » Fostering a diverse arts and culture sector. » Delivering a significant redevelopment of Her Majesty's Theatre. » Promoting public art and the live music scene across the city through the adoption of the Live Music Strategy. <p>Challenges/Disappointments</p> <ul style="list-style-type: none"> » Working through the decision-making process for the Civic Hall site redevelopment and balancing different community expectations has been a significant challenge. <p>Looking Ahead</p> <ul style="list-style-type: none"> » Continuing to attract, support and deliver a program of major community events to continue to promote Ballarat as a vibrant tourist destination. » Continuing to work with stakeholders on the development of the new saleyards and commencing planning for the current site once decommissioned. 	<p>Highlights</p> <ul style="list-style-type: none"> » Putting in place the new green waste kerbside collection service for the city which included significant capital works at the Ballarat Transfer Station. » Investing in the city's landfill with the construction of a new cell to meet future needs. » Replacing some street lighting with low energy use light fittings as part of a long-term transition project. » Investing in sustainability initiatives at the Ballarat Aquatic & Lifestyle Centre and the Ballarat Library. » Delivering biodiversity programs such as Greening Ballarat. » Enhancing Ballarat's urban forest by identifying 11 key issues to be addressed and nine greening priorities – notably significant tree planting and integrating stormwater management with urban greening. » Working with local communities on fire recovery efforts following the devastating fires at Mount Bolton and Scotsburn in the summer of 2015-16. » Investing in gross pollutant management with the installation of a trap at the Bala Street stormwater outfall to the Yarrowee River in Sebastopol. <p>Challenges/Disappointments</p> <ul style="list-style-type: none"> » Working through the complexities of the planning and design process for an integrated Waste-to-Energy facility for the city. <p>Looking Ahead</p> <ul style="list-style-type: none"> » Continuing to lobby for State and Federal funding for the Waste-to-Energy Facility at the Ballarat West Employment Zone. 	

YOUR RATES AT WORK

Your rates make up 53% of Council's income. For every \$100 of your rates, Council spends the following on delivering services and developing and maintaining infrastructure.





ABOUT THIS

ANNUAL REPORT

WHY WE HAVE AN ANNUAL REPORT

The Victorian *Local Government Act 1989* requires each Council to prepare a report of its operations to the Minister for Local Government each year. The Annual Report is a vital document that reviews a Council's performance against its Council Plan and also provides a detailed report on governance structures and financial performance. It must include an audited Performance Statement, Financial Statements detailing the Council's financial statements and Standard Statements for the financial year, targets and measures, a report on the Capital Works Program and a Rates and Charges statement.

This Annual Report provides a comprehensive report on the City of Ballarat's performance in 2015-16 against the Council Plan 2013-17, which is the framework within which we deliver the everyday services, programs and projects for our community. It is designed to keep residents, businesses, employees, stakeholders and other State and Federal government agencies up to date on our performance and our future direction. It contains the Report of Operations which provides information about the operations of Council, in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The City of Ballarat has prepared this Annual Report in accordance with the requirements and guidelines of the *Local Government Act 1989* and acknowledges the legal responsibility to comply with *The Charter of Human Rights and Responsibilities Act 2006* and *The Equal Opportunity Act 2010*.

HOW TO READ THIS ANNUAL REPORT

This report is divided into three main sections:

Overview, Highlights, Structures & Operations

In this section you will find highlights, details about our Council and governance structures and information about the City of Ballarat's organisational structures and operations. This section starts on page 58.

Performance

In this section you will find a detailed report on our performance against the Council Plan 2013-17 within each of the three Councillor Portfolios (Growth & Development, People & Communities and Destination & Economy) as well as reporting sections on Sustainability and Managing our Business. Within each area you will find our highlights for 2015-16, the challenges and disappointments we faced and our focus looking ahead. This section starts on page 82.

Financial Performance

In this section you will find a plain language introduction and overview as well as detailed financial reporting and audited performance statements. This section starts on page 141.

HOW TO GET YOUR COPY

Electronic copies are available online at www.ballarat.vic.gov.au and hard copies are available on request. Details on how to contact us can be found on page 222.

HOW TO GIVE US FEEDBACK

We welcome all feedback. Details on how to contact us can be found on page 222.

BALLARAT - A SNAPSHOT



**Ballarat or Ballarat
(Historical Spelling)**

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

**WADAWURRUNG & DJA DJA
WURRUNG PEOPLE ARE THE
TRADITIONAL CUSTODIANS
OF THE LAND**

**740KM² 3RD LARGEST
CITY IN VICTORIA**

**2 Million+
TOURISTS EACH YEAR**

**104,355
residents in 2016**

**HERITAGE STREETSCAPES
BEAUTIFUL PARKS & GARDENS
A GREAT LIFESTYLE**



OUR HISTORY

Early history

Wadawurrung and Dja Dja Wurrung people were the first inhabitants

1838

Squatter William Yuille camped near the Black Swamp (Lake Wendouree)

1851

Gold discovered

1852

Ballaarat (historical spelling) proclaimed a town

1854

The Uprising at Eureka

1855

Ballaarat proclaimed a municipality

1857

The City of Ballaarat East proclaimed

1863

Ballaarat proclaimed a borough

1870

Ballaarat proclaimed a city

1921

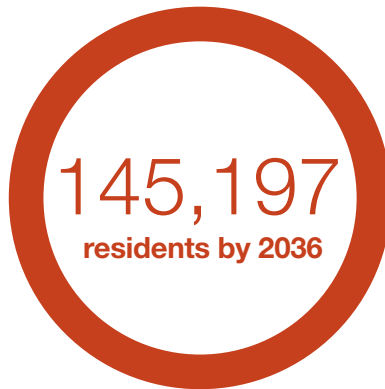
The two municipalities merged to form the City of Ballaarat – surrounded by the Borough of Sebastopol & the Shires of Ballarat, Bungaree, Grenville & Ripon.

1994

Present municipality created by an Order of Parliament under the *Victorian Local Government Act 1989* – an amalgamation of the previous Shire of Ballarat, City of Ballaarat, Borough of Sebastopol & parts of the Shires of Bungaree, Buninyong, Grenville & Ripon.

SMALL BUT STRATEGICALLY IMPORTANT AGRICULTURE INDUSTRY

Manufacturing equates to **\$3 billion+** (29%) of Ballarat's output



PREMIUM JOB OPPORTUNITIES
AFFORDABLE HOUSING
LIVELY ARTS SCENE



The Eureka Stadium redevelopment – details can be found below.



MAJOR PROJECTS HIGHLIGHTS

A total of \$48 million was invested this year on major projects across the city. These are some of the highlights. Details can be found throughout the Performance section starting on page 82.

MAJOR PROJECTS

EUREKA STADIUM

Upgrade works were undertaken including realignment and resurfacing of the oval and new lighting.

\$15M
Allocated by State Government



WENDOUREE SPORTS & EVENTS CENTRE

The design process for this project was undertaken in 2015-16 with delivery due by the end of 2017. Funding for this important project included \$9m from the State Government and \$5m from Council.

\$14M *Allocated*

BALLARAT WEST EMPLOYMENT ZONE

Investment in ongoing trunk and key infrastructure to service future development in the BWEZ.

\$5.1M *Allocated*



CIVIC HALL SITE

Working with the community, Council finalised concepts and the Master Plan – which includes the concept of a Library of the Future – for this important CBD site with implementation of the Master Plan due in 2016-17.

\$5.1M *Allocated*



ROADS ACROSS THE CITY

Investment in infrastructure upgrades and renewal projects was undertaken across the city to maintain these important assets.

\$16.2M



COMMUNITY ASSETS

INCLUSIVE PLAY SPACE

Ballarat's First Inclusive play space at Victoria Park was completed – this project is a partnership project with the Touched by Olivia Foundation, State Government businesses & the community.

\$1.25M

PLAYGROUNDS & PARKS ACROSS THE CITY

A significant program of upgrade works was completed to ensure ongoing community use.

\$600K



MEALS ON WHEELS VOLUNTEER HUB and DISTRIBUTION CENTRE

This new centre located at City Oval was completed and opened in 2016.

\$250K *Allocated*



\$m = \$millions

\$K = \$thousands

The new aquatic playspace at the Eureka Aquatic Centre – details can be found below.



BUILDING THE CAPITAL OF WESTERN VICTORIA

SEBASTOPOL LIBRARY

The design process for this redevelopment project was undertaken in 2015-16 with delivery due in 2016-17. This project was supported through the Budget consultation process.

\$2M *Allocated*

FERNERY BALLARAT BOTANICAL GARDENS

The design and consultation process for this redevelopment project continued in 2015-16 and is due for delivery in 2016-17. This project was supported through the Budget consultation process.

\$1.4M *Allocated*



MAINTAINING THE CITY'S BUILDINGS

Investment in these important assets was undertaken to ensure ongoing community use.

\$2.6M

LUCAS COMMUNITY HUB

The design process for this project was undertaken in 2015-16 and is due for delivery in 2016-17.

\$3.75M

ARTS & CULTURE

HER MAJESTY'S THEATRE

This significant redevelopment featuring new seating and new specially-designed carpet was completed.

\$1.148M



AQUATICS

AQUATIC FACILITIES ACROSS THE CITY

Investment in new outdoor water play facilities at the Eureka Aquatic Centre & Victory Park Sebastopol and upgrade works at the Eureka Aquatic Centre, Black Hill Pool & Midlands Outdoor Water Play Facility were undertaken.

\$2.3M

SPORT & RECREATION

RECREATIONAL ASSETS ACROSS THE CITY

Investment in core infrastructure upgrades was undertaken across the city to maintain these important assets to ensure community use.

\$2.35M

ALFREDTON RECREATION RESERVE

Major upgrade works were completed including an oval reconstruction and lighting upgrade in line with AFL state night match standards. The City of Ballarat worked in partnership with the Ballarat Football Netball Club and the Ballarat-Redan Cricket Club.

\$1.65M

WASTE & ENVIRONMENT

SMYTHESDALE LANDFILL FACILITY

Investment in a new cell at the Smythesdale Landfill Facility was undertaken to expand the capacity of the facility.

\$2M

GREEN WASTE COLLECTION SERVICE

A new kerbside green waste collection service was introduced for residents.

\$1.6M



EVENTS HIGHLIGHTS

City of Ballarat Christmas decorations in Ballarat's CBD – details can be found below.

Details of these projects can be found in in the Our Performance, Destination & Economy section starting on page 121.

<p>July</p>	<p>THE VERY FIRST WINTERLUDE CBD & laneways Interactive light installations, street performances, Movie Garden & free live music.</p>		<p>August</p>
<p>BALLARAT FESTIVAL OF SLOW MUSIC</p>	<p>October</p>	<p>ARCHIBALD PRIZE EXHIBITION Art Gallery of Ballarat 56,915 visitors BALLARAT CABARET FESTIVAL</p>	
<p>SENIORS FESTIVAL 60+ free events</p>		<p>November</p>	<p>24 Hour Experience Ballarat 24 live works, 24 locations THE SPIRIT OF ANZAC CENTENARY EXPERIENCE</p>
<p>CHILDREN'S WEEK 9 days 70 events</p>	<p>December</p>	<p>CHRISTMAS CELEBRATIONS CBD Thousands enjoy decorations 13,000 ride the free ferris wheel</p>	<p>IRONMAN 70.3 Ballarat</p>



BUILDING THE CAPITAL OF WESTERN VICTORIA

'Summer Sundays' in the Ballarat Botanical Gardens – details can be found below.

January



2016 MARS CYCLING AUSTRALIA ROAD NATIONAL CHAMPIONSHIPS
 Buninyong
36,000
 spectators



SUMMER SUNDAYS
 Ballarat Botanical Gardens
 Record crowds enjoy free live music over 4 Sundays
AUSTRALIA DAY CELEBRATIONS
 Lake Wendouree
 Crowds enjoy free live music & fireworks

February

BALLARAT BACKYARD TASTERS
 Alfred Deakin Place
 Crowds enjoy **free live music** on Friday evenings

March



BEGONIA FESTIVAL
 Ballarat Botanical Gardens
 64th Annual Festival
HARMONY FEST
 Ballarat CBD

April

ANZAC COMMEMORATIVE EVENTS
 Across the municipality
 19th Century **BLING**
 M.A.D.E

May

BALLARAT HERITAGE WEEKEND
 'Ignite your Curiosity'
 YouTube video reached **48,000**

June

WINTERLUDE FESTIVAL 2016 STARTS...
 Bigger and better this year....



A MESSAGE FROM

THE MAYOR

On behalf of my fellow Councillors I am very pleased to present this Annual Report for 2015-16. As Mayor, I am proud of how this Council has come together to develop a clear vision for Ballarat and extremely proud of the significant work done by this Council to deliver that vision for the residents of this great city.

BUILDING THE CAPITAL OF WESTERN VICTORIA

As a Council, our vision is of Ballarat as a vibrant and thriving city that our community deserves and is proud of. We have worked with focus and commitment to develop policies and frameworks that will deliver this vision. The most important of these is *The Ballarat Strategy* that details a vision for Ballarat up to 2040 and a strategy for how to achieve it.

HIGHLIGHTS

The highlight for me has been this Council's continuing focus on encouraging residents to have their say on decisions that affect them and on what they want for their community. In response to input from our community through consultation as part of the 2016 Budget process, we focused our investment in exciting new community projects and assets that our community identified and told us were their priorities. Details of what we have done to improve our community engagement processes can be found in the section starting on page 25.

CHALLENGES

A challenge for us during the year was CEO Anthony Schinck departing the organisation to pursue a State Government role. However, the experience of incoming CEO Justine Linley and the strength of the organisation saw a seamless transition and continuation of service delivery and project implementation.

LOOKING AHEAD

Looking ahead to the final year of this Council Term and this Council Plan, we will be working to progress and complete a significant number of major projects. We will continue to deliver the important services and programs that our community needs and uses every day and that are the core of our work. We will continue to secure investment in key community infrastructure across the city that will stimulate job growth and a stronger local economy. We will continue to take good care of the great assets owned by our community, notably our public buildings and facilities, roads, parks and gardens and sport and recreation facilities. We will continue working towards innovative waste and environmental solutions by taking an integrated approach to all environmental initiatives across the city with a special focus on how we manage and deal with the city's waste – notably the waste-to-energy facility at the Ballarat West Employment Zone – and on looking at innovative solutions for our water and energy use.

In October this year, we look forward to handing over to the next elected Council a solid framework for building a strong future for this great city and delivering our vision. I believe that Ballarat is well advanced in becoming a premier regional centre in Australia and the Capital of Western Victoria.

On behalf of my fellow Councillors, I would like to conclude by saying it has been a privilege to serve the residents of Ballarat during this Council term.

A handwritten signature in black ink, appearing to read 'Des Hudson'. The signature is fluid and cursive, with a long horizontal line extending to the right.

Cr Des Hudson
Mayor



A MESSAGE FROM
THE CEO

It is with respect that I present this Annual Report, the first in my tenure as CEO of the City of Ballarat, as an acknowledgement of the significant achievements of the past twelve months and as a comprehensive account of the organisation’s activities. I would particularly like to acknowledge the work of my predecessor Anthony Schinck and thank him for his 10 years of service and leadership with the City.

HIGHLIGHTS

Highlights for this past year include the introduction of the green waste service, the first important step towards an integrated waste management system, and progress on the visionary Waste to Energy project at the Ballarat West Employment Zone. Environmental responsibility and sustainability is steadily becoming a core part of what we do in Ballarat, not an addition. Also, after an extensive process Council adopted a Master Plan for the Civic Hall site and steps are underway to implement the plan so that this important central part of our City is once again a vibrant, active place for the community, visitors and business.

CHALLENGES

This year Council was required to construct a Budget within the State Government’s new Fair Go Rates system. As a City experiencing 2.1 per cent population growth, and the consequential increase in demand for services and infrastructure, a restriction on our ability to raise revenue has been of concern. However, a balance was found between service delivery, asset management and the administration of the organisation to deliver a positive community benefit at least for the next twelve months.

FOUNDATIONS FOR OUR FUTURE

In the past year we have made great progress towards completing a number of major projects as a result of extensive lobbying, securing \$53 million in State Government funding as well as our ongoing investment of over \$4 million for sports and recreation projects across the city. Our focus has been on: contributing to the Eureka Stadium AFL upgrade; establishing a plan for the revitalisation of the Civic Hall; gathering momentum for Stage 1 of the Ballarat Botanical Gardens

Fernery redevelopment; and progressing the implementation of local plans in our towns, suburbs and communities throughout the municipality.

Securing investment in critical community infrastructure to stimulate job growth and a stronger more prosperous local economy has been, and will continue to be, a priority. This involves an increase in our advocacy effort, seeking funding from both State and Federal Governments for the City’s key strategic projects; contributing to the Ballarat West Employment Zone and the Wendouree Basketball and Sports Centre projects; and continuing to invest in sport and recreation, arts and culture and heritage projects.

The bread and butter aspects of our work have not been neglected either. Over the past year we have put significant effort into: maintaining our public buildings, bridges, roads and rural roads; continuing our city beautification program that includes tree planting, street furniture and city entrances; and continuing to invest in public art, restoring city monuments and upgrading neighbourhood playgrounds and parks.

While much of what we talk about is concerned with infrastructure, our greatest strength is our people. Our staff and contractors deliver the most important services that our community needs and uses every day and are at the heart of our work. Our focus has been on: delivering a strong program of regionally and state-significant, innovative events; celebrating five years of Ballarat’s library services leading the region; progressing key bicycle projects; and continuing to deliver programs that empower and support our communities such as Meals on Wheels, Home and Community Care, Early Childhood development, Community Impact Grants and Engaging Communities Programs.

I would like to thank everyone for their warm welcome and I look forward to a thriving, exciting year to come.

Justine Linley
CEO



A MESSAGE FROM THE CFO

The municipality of Ballarat is growing at a rate consistent with a regional capital city (reported at greater than 2%). Long-term financial sustainability continues to be one of the key objectives of the organisation. A key focus of the organisation's financial operations is to deliver the projects outlined in each Budget and to maintain the financial flexibility to deal with unexpected financial opportunities while delivering a financial result within the organisation's overall long-term financial strategy – this includes ensuring adequate funding to maintain and improve the quality and standard of more than 100 services provided to the community by Council and to meet Council's future service objectives.

KEY CHALLENGES

In 2016, the State Government introduced the 'Fair Go Rates System'. The intention of this system is to have a consistent rate increase for the 2016-17 financial year of 2.5% across the state. In 2015-16, the City of Ballarat reviewed its Long-Term Financial Strategy to work within these parameters – this included planning for a reduction in rate income of approximately \$2.5 million. As reported elsewhere in this annual report, measures were implemented through 'best value' principles to ensure savings were achieved within the organisation and that services valued by the community were maintained and enhanced where possible. In addition, the City of Ballarat's community asset base continues to increase – currently reported at \$1.6 billion – which means maintenance costs for these assets will continue to increase to maintain our community assets into the future. The combination of reduced income and increased asset maintenance costs compounds the challenges Council faces into the future.

PLANNING FOR GROWTH

Council is focused on planning for projected growth while continuing to deliver the services our residents need and maintaining our community assets in a financially responsible way. Capital expenditure was increased in 2015-16 to provide for the needs of residents and core capital infrastructure funding was increased by 4% from the previous year – this included investment in the city's road network and community infrastructure as well as expansion to the city's libraries and development of the community hub in Lucas.

OPERATIONS SUMMARY

Council has ensured adequate funding to maintain and improve the quality and standard of more than 100 services provided to the community by Council and the future service objectives of Council. This includes: services such as family and children's services, traffic regulation, open space, youth facilities, waste management and community building; to business development; planning for appropriate development; and ensuring accountability of Council's Budget. These services and community infrastructure support the wellbeing and prosperity of our community. A full report on our achievements in these areas can be found in Section 6, Our Performance starting on page 82.

KEY FINANCIAL FACTS

The following provides a brief financial overview of the organisation.

Total Income	\$184.490M
Operating expenditure	\$152.660M
Capital expenditure	\$48.022M
Total assets	\$1,600.95M
Total debt	\$48.148M
Rate revenue to total recurrent revenue	53.2%
User fees to total recurrent revenue	13.5%
Total debt to total assets	3.0%
Total debt to rate revenue	56.4%

Full audited financial details including the independent audit report from the Auditor General can be found in Section 7, Our Financial Performance starting on page 141.

Glenn Kallio
Chief Financial Officer



CITY OF BALLARAT SPECIAL CEREMONIES

City of Ballarat Citizenship Ceremony

CITIZENSHIP CEREMONIES

Citizenship ceremonies are administered by the City of Ballarat on behalf of the Department of Immigration and Citizenship. Ceremonies are held monthly (except in December) and are open to residents of the City of Ballarat. Every month an excited crowd of local people gathers at the Town Hall to swear in as Australian citizens and to celebrate this

very special milestone with family and friends. What a wonderful multicultural city we live in.

Welcome to Ballarat's newest Australian citizens

The City of Ballarat welcomed 218 new Australian citizens in 2015-16 – an increase from 202 the previous year.

Our newest citizens come from the following countries:

Bangladesh, Canada, China, India, Indonesia, Iran, Iraq, Italy, Kenya, Malaysia, Mauritius, Pakistan, Philippines, Singapore, South Africa, South Korea, Sri Lanka, Thailand, United Kingdom, United States of America, Vietnam and Zimbabwe.

NEW MULTICULTURAL AMBASSADORS

The City of Ballarat hosted a special function in May to welcome the city's new Multicultural Ambassadors. The City of Ballarat would like to sincerely thank our outgoing Ambassadors for their important contribution over the past two years. More information about the program and what our Multicultural Ambassadors do can be found in the Our Volunteers section starting on page 34.

Welcome to Ballarat's new Multicultural Ambassadors for 2016-18

Ms Rebecca Bol	Sudan
Ms Yvonne Paulina Davis	Netherlands
Ms Nikki Foy	Indigenous
Ms Wenhua (Maggie) Liu	China
Ms Hai Rong (Alisa) Ma	China
Mr Sadiki Mukasa	Congo
Mr Syed Muhammad Sami	Pakistan
Mr Rod Serojales	Philippines
Mr Sid Tegally	Mauritius
Ms Tuyet Yeardley	Vietnam



City of Ballarat's Multicultural Ambassadors for 2016-18

HMAS BALLARAT - FREEDOM OF ENTRY CEREMONY

The City of Ballarat hosted this special event on 29 May. The granting of Freedom of Entry is the highest accolade a town or city can bestow upon a group or individual. A parade marched along Sturt Street to the

Town Hall where there was a 'challenge' from the Superintendent of Police before permission was granted. The parade then marched past the Town Hall.



HMAS Ballarat - Freedom of Entry Ceremony



CITY OF BALLARAT ORGANISATIONAL AWARDS

Economic Development Australia's 2015 National Awards For Excellence

Victorian Spatial Excellence Awards 2015

The City of Ballarat congratulates all winners, finalists and nominees and thanks everyone who entered the awards. Winners were announced at special events held throughout the year.

ECONOMIC DEVELOPMENT PROGRAM

Winner National Award

The City of Ballarat's Ballarat Industry Participation Program (BIPP) won the Business/Industry Development Project Award at Economic Development Australia's 2015 National Awards For Excellence. The BIPP is an innovative policy program with an impressive track record and was praised as an impressive example of local government policy making a real difference to regional communities.

See photo top left

ANNUAL REPORT

Silver in Australasian Reporting Awards

The City of Ballarat's Annual Report 2013-14 won a Silver Award at the 2015 awards. These awards recognise excellence in annual reporting based on world-best practice.

HISTORIC URBAN LANDSCAPE PROJECTS

Winner State Award & Finalist Asia-Pacific Award

The City of Ballarat and Federation University Australia Centre for eResearch and Digital Innovation's Historic Urban Landscape & Visualising Ballarat online projects won the Victorian Spatial Excellence Awards 2015 (People & Community Category) and were a finalist in the Asia-Pacific Spatial Excellence Awards 2016 (People & Community Category).

See photo top right

ENGAGING COMMUNITIES PROGRAM

Recognised in Victorian Local Governance Association Awards 2015

The City of Ballarat's Engaging Communities Program was a finalist and received a 'Highly Commended' in the John Jago Good Governance Award. This memorial award is presented to a Council or community organisation that demonstrates the values and principles of good governance involving sound and creative community engagement practices. The philosophy behind the Engaging Communities Program is that, when it comes to prioritising projects, no one knows better what is needed at the local level than the locals.

NEW 50-METRE POOL AT BALC

Winner Master Builders Association Regional Building Awards (South West)

We warmly congratulate Nicholson Construction on winning this award for Excellence in Construction of Commercial Buildings over \$6 million for the construction of our new 50-metre indoor pool, pool hall and associated facilities at the Ballarat Aquatic & Lifestyle Centre.

INDIVIDUAL AWARDS

The City of Ballarat congratulates the following individuals for their achievements.

Brian Hillier

City of Ballarat Road Maintenance Team Member

Civil Construction 3rd Year Apprentice of the Year

Brian was announced the winner at an event held in Melbourne in March 2016. This award recognises the hard work and dedication shown by Brian during his apprenticeship and his commitment to delivering quality services to the community of Ballarat.

Diane May

City of Ballarat School Crossing Supervisor

Ballarat's Best School Crossing Supervisor

Diane was announced the winner at an event held in Ballarat in September 2015. This 3BA award recognises the great work that our school crossing supervisors do on a daily basis.



CITY OF BALLARAT COMMUNITY AWARDS

City of Ballarat Ballarat Heritage Awards 2016

City of Ballarat Australia Day Awards 2016

The City of Ballarat congratulates all winners, finalists and nominees and thanks everyone who entered the awards. Winners were announced at special events held throughout the year.

BALLARAT HERITAGE AWARDS 2016

These awards recognise those in our community who have demonstrated excellence, innovation and best practice in heritage (hosted by the National Trust of Australia, Ballarat Branch). See photo top left.

AWARD	WINNER	COMMENDED
The Greg Binns Award for Outstanding Community Contribution to Heritage	Ballarat & District Genealogical Society Inc	
Adaptive Reuse of a Heritage Place	Golden Point Church	Highly Commended: CAFS Basement Transformation
New Work/ Development within a Heritage Area	The Ballarat Avenue of Honour Overpass, Burrumbeet	Highly Commended: St Peter & Paul's Church, Buninyong Commended: 'Salina', Wendouree Parade; 'The Cottage Ballarat'
Conservation of a Heritage Place, Historic Collection or Tradition	Intangible: Arthur Kenny Avenue of Honour Recreation, Ballarat East – CAFS Tangible: Golden Point Church	
Heritage Innovation	Ballarat's First Gold Commissioner's Camp Project & Booklet – Kelleher's Australia	Commended: The #Lovely War Project – Present Tense, Federation University Australia
Special Heritage Skills – Trades	Anthony Steinman and Justin Fraser for Golden Point Church	Commended: Nick McCann, Victoria Avenue
Special Heritage Skills – Research	Brett Weinberg – Ballarat Benevolent Asylum	Commended: Nick McCann, Victoria Avenue

BALLARAT AUSTRALIA DAY AWARDS 2016

These annual awards recognise the valuable contributions made by dedicated individuals to our local community. They are awarded by the Australia Day Committee (Victoria) and are administered by Local Government Authorities throughout Australia.

See photo top right

AWARD	WINNER	NOMINEES
Ballarat Citizen of the Year	Annie Jean Smail	John Maloney, Alice & Bert Van der Heyden, and Russell Williams
Ballarat Young Citizen of the Year	Brayden Dorney	Samantha Bennetts, Sam Brown, Andrew Day, Kairlin Eden, Lamourette Folly, Corey Loader, Steffi Patience, Tarlee Phillips, Lucy Stoel and James Tung
Ballarat Community Activity of the Year	Ballarat International Foto Biennale	Food is Free Laneway Ballarat, Harmony Fest and Rebel Elders

KEAG-LIN NAIDOC RECOGNITION AWARDS 2015

KEAG-LIN = Koorie Engagement Action Group and Local Indigenous Network

These awards are a positive tribute to the achievements of individuals and groups who develop and deliver programs and projects, volunteer long hours, and whose persistence and passion has achieved improved community outcomes for local Koorie communities. This was the 2nd year of these awards.

AWARD	WINNER	FOR
Group Program Recognition Award	The Ballarat & District Aboriginal Co-Operative Koorie Youth Engage Program	Continued service to the community and providing the City of Ballarat (CoB) and its residents with a greater understanding of Aboriginal culture, history and heritage.
Mullawullah Shining Achievement Award <i>'Mullawullah' was recognised as a champion for reconciliation and caring for country.</i>	Nikki Foy	Continued service by an individual or group who promote the values of the CoB, the Reconciliation Action Plan and the Koorie community.
Youth Recognition Award	Amber Barker Lovett	Continued service to the community and providing the CoB and its residents with a greater understanding of Aboriginal culture, history and heritage.
Elder Recognition Award	Larry Kanoa	Excellence in an initiative that promotes adults and elders.
Local Government Ambassador Award	Elizabeth Hardiman, CoB Cultural Partnerships Officer <i>(CoB = City of Ballarat)</i>	Continued commitment to the CoB Reconciliation Action Plan and being an ongoing advocate and ambassador for reconciliation initiatives at a local government level.
Special Achievement Awards	CoB Parent Place and CoB Works Department	



2015 NAIDOC Recognition Awards

BALLARAT COMMUNITY SAFETY AWARDS 2015

These annual awards acknowledge the work of local individuals, groups and organisations to improve the safety of our community.

AWARD	WINNER
Community Strengthening Award	Wendouree Neighbourhood Centre with Neighbourhood Watch: Community Safety Events
Road Safety Award	Carmen's Road Safety Message Project
Child and Adolescent Safety Award	CAFS: Ballarat Foster Carers
Family Violence Prevention Award	CAFS: Step Up
Community Safety Innovation Prize - NEW	Wendouree Neighbourhood Centre with Neighbourhood Watch: Community Safety Events



Ballarat Community Safety Award winners

BALLARAT SENIOR OF THE YEAR AWARDS 2015

These awards recognise local residents aged 55 years and older who have made a significant contribution to the Ballarat community.

AWARD	WINNER
Ballarat Senior of the Year	Janet Low
Ballarat Senior Volunteer Award	Janet Low
Ballarat Senior Workplace Award	Nola Bradley
Ballarat Senior Health and Active Living Award	Desmond Lloyd
Ballarat Senior Mentor Award	Alex Tascas



Ballarat Senior of the Year Janet Low



Ballarat Senior of the Year Award winners

BALLARAT B'YOU YOUTH AWARDS 2015

These awards acknowledge the great work and achievements of young individuals, groups and organisations for their positive contribution to our community.

AWARD	WINNER
Art Gallery of Ballarat Visual Art & Design Award	Sam Brown
B'Safe Youth Community Safety Award	Jaymee-Lin Ellis
Ballarat Library Challenge & Change Award	Corey Loader
The Courier Young Leader Award	Lamourette Folly
Headspace Ballarat Positive Youth Award	Amber Barker-Lovett
Basketball Ballarat Sporting Award	Andrew Day
Her Majesty's Performing Arts Award	Sarah Perkins
Ballarat Health Services Young Carer Award	Grace Davidson
B'YOU Adult Ally Volunteer Award	Roger Jeffrey
B'YOU Adult Ally Worker	Beth Burgess
FYA Experience Asia Scholarships	Tyarna Brookes & Monique Fahey
FReeZA Battle of the Bands Winners	HABIT
Leadership Ballarat & Western Region Young Volunteer	Jody Dontje
Voice FM Community Youth Group & Project Award	CMY Happy Place
City of Ballarat Award 12-17	Terrence Curwen-King
City of Ballarat Award 18-25	Steffi Patience



B'Safe Youth Community Safety Award winner Jaymee-Lin Ellis



B'YOU Adult Ally Volunteer Award winner Roger Jeffrey

BALLARAT SCHOOL CITIZENSHIP AWARDS 2015

These awards recognise, encourage and raise awareness of community service among secondary students and were presented by the Order of Australia Association Central Highlands Regional Group.

SCHOOL	WINNER
Ballarat Clarendon College	Genevieve Chapman
Ballarat Secondary College	Jake Cunningham
Mount Clear College	Kaitlin Eden
Ballarat Grammar	Lillian Hearn
Loreto College	Remie McMaster
Ballarat Christian College	Sophie Monkman
Ballarat High School	Hannah Patterson
St Patrick's College	Mitchell Tuddenham



Ballarat School Citizenship Awards 2015





2.

ENGAGING OUR COMMUNITY

We continue to seek ways to improve how we include and involve residents in the decision-making process on decisions that affect them and to have their say on what they want for their community.

While this engagement process does not replace the final decision-making power of Councillors or the CEO, it strengthens Council's capacity to make well-informed, acceptable and sustainable decisions. It is also about relationship building, capacity building, problem solving, behavioural change and community connectedness.

In an effort to become an organisation that truly engages its community, we continued to have a strong strategic focus on building our capacity in this area. In this section you will find an overview of how we engaged with our community in 2015-16 under the following headings:

1. Keeping residents informed
2. Encouraging residents to have their say
3. Encouraging residents to participate in decision-making
4. Empowering our community
Engaging Communities Program
5. Providing efficient & responsive customer service
6. Building community capacity
Council's Volunteer Program
Community Impact Grants

A report about our performance against the Council Plan in these areas – including highlights, challenges/disappointments and looking ahead – can be found in the Managing Our Business – Performance section starting on page 131.

FAST STATS & FACTS



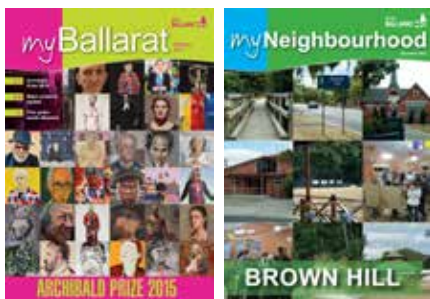
KEEPING RESIDENTS INFORMED

In 2015-16, residents were kept informed using a range of communication methods.

The following community magazines were published:

- » **myBallarat:**
Published every season and delivered to every home and business.
- » **myNature**
- » **myNeighbourhood:**
Published for the communities of Ballarat North/Soldiers Hill, Brown Hill, Cardigan Village, Learmonth, Sebastopol and Warrenheip.

All magazines are available to download at <http://www.ballarat.vic.gov.au/ac/myballarat>.



Targeted direct mail

This was used to keep residents updated on things happening in their local neighbourhood. Some examples include:

- » 8,004 emails were sent to registered users of **myTownHall Ballarat** informing them of new surveys and engagement opportunities
- » 33,069 letters were sent to householders about the new green waste service.

The main City of Ballarat website www.ballarat.vic.gov.au

This was continuously updated (content and features) to make it easier for residents to find the information they are looking for.

Special features include:

- » ReadSpeaker function: for hearing-impaired users.
- » Persona Navigation: provides users with the most relevant information by categorising the type of user they are (eg "I'm a tourist", "I'm a parent").
- » Interactive map: using City of Ballarat's public geospatial data from data.gov.au, eg on relevant pages, the location of kindergartens, dog walking parks

and bicycle stands are displayed on an interactive map.

- » Personalisation: users can log in with their social media profiles and save their favourite pages. The main site also tracks the pages recently visited by a person so the next time they visit the website, they are provided with quick access to revisit those pages.
- » Visual events calendar: this provides better interaction and more event information can be displayed.

Dedicated websites

These were maintained to meet specific needs:

- » www.youthservicesballarat.com.au
- » www.ballaratbegoniafestival.com
- » www.ballaratheritageweekend.com
- » www.artgalleryofballarat.com.au
- » www.hermaj.com (Her Majesty's Theatre)

New dedicated websites

These were created for the Ballarat Regional Soccer Facility and the Ballarat Aquatic & Lifestyle Centre and work began on a Botanical Gardens website.

Online community engagement calendar

A new calendar view was added that allows events and consultations to be displayed separately.

Event page views **increased 34.75%** - up from 50,835 in 2014-15 to 68,502 in 2015-16.

Social media

Accounts were used to communicate (fact-based) directly to residents:

- » **Facebook**
www.facebook.com/BallaratCityCouncil
- » **Twitter**
www.twitter.com/cityofballarat
- » **Instagram**
www.instagram.com/cityofballarat
- » **YouTube**
www.youtube.com/user/TheCityofBallarat

Twitter followers **increased 18%** - up from 4,412 in 2014-15 to 5,209 in 2015-16.

Facebook page likes **increased 54%** - up from 13,808 in 2014-15 to 21,302 in 2015-16.

YouTube video views **increased 530%** - up from 5,751 in 2014-15 to 36,265 in 2015-16.

Dedicated Facebook pages

These were maintained to meet specific needs:

- » 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
- » Parent Place
- » CALD Education and Employment
- » Ballarat Botanical Gardens

A new dedicated Facebook page

This was created for the Mayor of Ballarat to address the ever-changing needs of our community.





The Sebastopol Library – details on the major redevelopment of this facility can be found on page 31.

ENCOURAGING RESIDENTS TO HAVE THEIR SAY

In 2015-16, residents were encouraged to have their say about issues that affect them, to tell us what's important to them and to give feedback on any live projects. Various online and traditional methods were available to suit a range of needs. Twitter and Facebook were used to advertise all community consultation opportunities and to return results of polls and surveys back to the community.

myTownHall Ballarat

Our dedicated online engagement tool continued to provide a one-stop online place for residents to have their say. All feedback received via *myTownHall Ballarat* was fed directly to Councillors. Residents were also able to discuss ideas in the forums. The *myTownHall Ballarat* website can be found at www.mysay.ballarat.vic.gov.au/mytownhall-ballarat-have-your-say **14,100 visitors** to the *myTownHall* website (no comparative statistics are available because this tool was only introduced in February 2015).

Our social media accounts

These continued to provide a popular channel for residents to engage in two-way communication.

Surveys

These were conducted for a range of issues. Online surveys were conducted via the *myTownHall Ballarat* website and notifications were sent via Facebook and Twitter. Hard copy surveys were available at our Customer Service Centre, at Ballarat libraries and as downloadable documents on our website.

Surveys conducted in 2015-16

» 2600 survey responses received

The list below shows we consulted the community on a large range of matters.

- » CBD Car Parking 2016 – Community & Business Surveys
- » Green Waste Collection
- » Play Space Strategy 2016
- » Budget Priority Projects Survey
- » Review of the Council Rural Road Hierarchy 2016
- » Little Bridge Street Pocket Park – Safety Perceptions
- » Draft Ballarat Live Music Strategy 2016-21
- » The Future of M.R. Power Reserve
- » White Flat Recreation Reserve – Facilities Development 2016
- » Various Naming Proposals
- » Public Toilet Planning Framework
- » Community Road Safety Strategy
- » Brown Hill Neighbourhood Survey
- » B'You Youth Development Framework 2016-19
- » Walk to School 2015
- » Various Planning Scheme Amendments
- » Draft Digital Ballarat Strategy
- » Electric Scooter and Wheelchair Recharge Points
- » Rubicon Street Public Car Park – Safety Perceptions
- » Maternal & Child Health and Immunisation Service
- » Local Government Act Review
- » Various City of Ballarat Community Awards Nominations
- » Sturt and Mair Streets Project*

**Note: VicRoads has never entered into a collaborative consultation with a Council or department ever before. This was a state first and a huge success with nearly 1,000 online responses. It used the City of Ballarat online community engagement tools and crossed both VicRoads and our social media channels as a great cooperative example of what can be done.*

Online polling

An ongoing poll conducted via the *myTownHall* Ballarat website continued to seek feedback from residents on how they stay informed about Council's work. *myBallarat* (29%) and Facebook/Twitter (27%) were by far the most used methods.

Customer Service

Residents were able to call our Customer Service Centre to have their say, give feedback or ask questions. Statistics on requests received by our Customer Service Centre can be found on page 32.

Online functions

These were continuously improved throughout 2015-16 in an effort to make it easier for residents to give feedback online.





Cardigan Village Community Drop-In Information Session – details can be found below.

ENCOURAGING RESIDENTS TO PARTICIPATE IN DECISION-MAKING

In 2015-16, residents and specific stakeholders were encouraged to actively participate in Council’s decision-making process and contribute to developing solutions for issues affecting them.

» Community input was encouraged through a **Participatory Budgeting Process** as part of the 2015-16 Budget and 2015-16 Council Plan review process. This was the second year of engaging residents in developing the Budget. Residents were able to make submissions online via our website or social media accounts or via hard copy and to participate in the Budget Priority Projects Survey. All submissions were referred to the respective Councillor Portfolios for consideration. To develop project scope and recommendations in consultation with the submitters for possible inclusion in future Budgets, Plans and Strategies, **8 information sessions** were held where the community had the opportunity to meet with Councillors and Council staff and provide input into the list of priority projects for the Budget and the proposed Budget.

» Community input was encouraged at **Open House Drop-In Project Planning Sessions** during the planning phase of projects.

» More traditional community engagement opportunities continued to be available to residents through **question time at Council meetings** and through membership of one of Council’s many **Advisory and Section 86 Committees** or **Community Project Reference Groups**.
A full list of all committees can be found in **Appendix 2** on page 208.

A Section 86 Committee is a Special Committee of Council established under Section 86 of the Local Government Act 1989 that exercises a power or performs a duty or function of the Council that has been delegated to it through an Instrument of Delegation.

» Engagement with key stakeholders, the business community and State and Federal Government on projects and priorities continued to take place via **Stakeholder Forums** as part of our comprehensive Stakeholder Engagement Strategy. Our Councillors were key participants in these forums. The most significant of these in 2015-16 focused on items contained in the Ballarat Regional Capital Plan and the Council Plan.

» **Community Action Teams** were active in Buninyong, Learmonth and Miners Rest as part of our Engaging Communities Program, which directly empowered local residents to decide where Council resources should be directed in their local areas. More details can be found in the section immediately following.



Brown Hill Community Consultation Session – details can be found above.

EMPOWERING OUR COMMUNITY

ENGAGING COMMUNITIES PROGRAM

This program facilitates and seeds local neighbourhood investment and is designed to make sure local communities decide how Council money is spent on community projects in their area.

In 2015-16, the Engaging Communities Program was finalised in the townships of **Buninyong** and **Learmonth** – the third and final year of the program in these communities – with all funded projects completed and succession plans implemented. Final project delivery is underway for the **Miners Rest** initiative with the program expected to be completed by 30 June 2017.

MAKING BUNINYONG

Projects Completed



Construct Youth Space
BMX Pump Track
September 2014



Buninyong District
Community Newsletter
revamp - February 2015



Map Walking Trails
Project - March 2015



Town Hall Illumination
April 2015



Buninyong Men's Shed
June 2015



New Graffiti Trailer
July 2015



Way Finder Signage
September 2015



New Lions Club
Community BBQ
December 2015



Desoza Park Track
Connection Project
December 2015



Mount Innes Park
Improvements
January 2015



New Skate & Basketball
Improvements
March 2016



Township
Redevelopment Project
January 2016



Public Art
June 2016



Avenue of Honour
Restoration

MAKING LEARMONTH

Projects Completed



Learmonth Pathway to Growth Project
FLAGSHIP PROJECT



Learmonth Netball Club
Change Rooms - July 2014



Reinstallation of Public Art
Sculptures - November 2014



Learmonth Football Club
Kitchen Redevelopment
April 2015



Inverter Generator for
Community Events
March 2016



Sculpture Seat, Learmonth
Community Garden
March 2016



Ride-on-Mower, Learmonth
Community Garden
March 2016



Learmonth Police Honour
Board - January 2016



'The Flock' Public Art
Installation - January 2016



Relocation of the Learmonth
Primary School Bell
April 2016



Learmonth Cemetery Signage
Refurbishment Project -
Ongoing

In 2015-16, the Engaging Communities program was introduced in Sebastopol, Brown Hill and Cardigan Village, with \$300,000 allocated in the Budget for community-led projects in these communities.

Some key projects identified include:

- » **Sebastopol Library:** a major redevelopment to create a new modern library and community hub with vibrant cultural, learning and recreational programs.
- » **Cardigan Village Community Centre:** a redevelopment including a new kitchen, new internal toilet facilities and entrance improvements.
- » **Brown Hill Recreation Reserve:** improvements including signage, bollards, BBQs, a shelter and park furniture. Money is spent on community projects in their area.

In 2015-16, the Engaging Communities Program was finalised in the townships of Buninyong and Learmonth – the third and final year of the program in these communities – with all funded projects completed and succession plans implemented. Final project delivery is underway for the Miners Rest initiative with the program expected to be completed by 30 June 2017.



PROVIDING EFFICIENT & RESPONSIVE CUSTOMER SERVICE

In 2015-16 we set out to improve the quality, efficiency and effectiveness of Council’s Customer Service unit and to understand better why our community is engaging with us and what they are engaging about.

- » **A Quality Monitoring and Continuous Improvement Program** was introduced in October 2015 to help measure and improve the quality of service being delivered by the team. More than 800 calls were assessed against 24 key quality indicators over an 8-month period and coaching and development processes were provided to help develop the quality, efficiency and effectiveness of our Customer Service team.
- » **Improved measuring systems** were implemented to improve our reporting accuracy on how well we are responding to customer service requests and where we need to further improve our performance.
- » **Increased information was made available to the Customer Service team** so that more requests could be handled during the initial interaction rather than being referred onto other departments in the organisation.
- » **New Customer Service touch points were introduced at the Library and Town Hall** to provide additional convenience for community members. CSO desks were also introduced at the Town Hall and Library to improve community access to Customer Service services.
- » **An upgrade to the Customer Service area** in the Phoenix Building was completed to improve the experience for our customers.

The graphs below show the levels of improvement achieved as a result of these actions.

CUSTOMER SERVICE REQUESTS

Residents were able to call our Customer Service Centre to have their say, give feedback or ask questions.

Figure 2.1: Number of Requests

This graph shows a 7.6% increase in requests compared to the previous year.

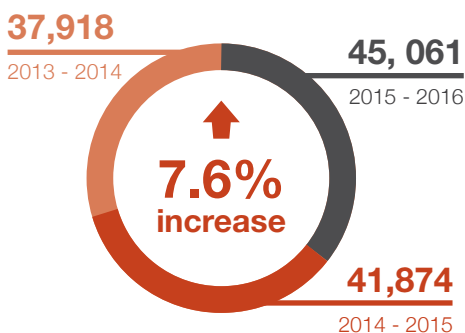


Figure 2.2: Number of Requests

This graph shows an increase in most categories. This reflects an increase in requests as well as improved reporting accuracy.

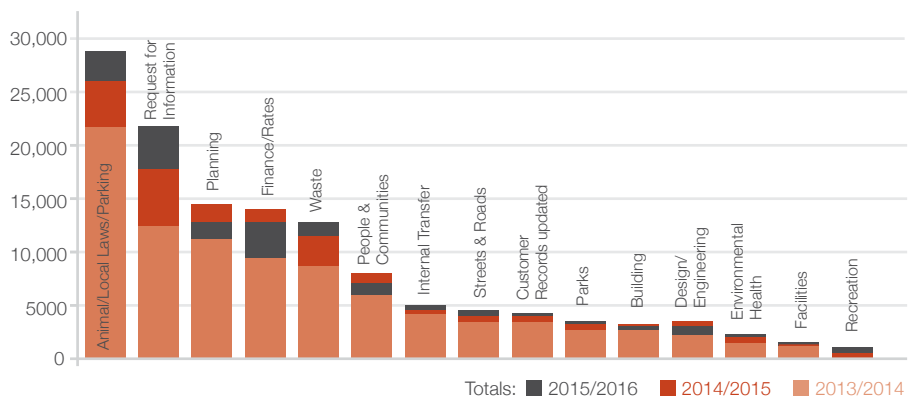


Figure 2.3: How Requests were Handled

This graph shows an increased number of requests were handled by the Customer Service Team during the initial interaction.

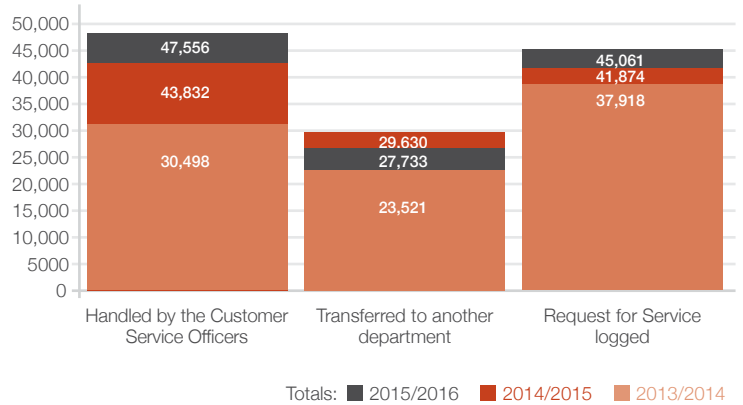


Figure 2.4: Number of Online Interactions

This graph shows that online methods remain a popular way for customers to obtain permits and certificates from Council due to the efficient processes these follow.

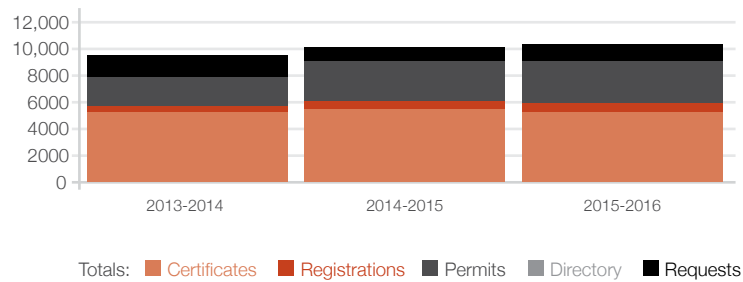


Figure 2.5: Quality of Service

This graph shows that the quality of our customer service increased significantly since the introduction of a Quality Monitoring and Continuous Improvement Program in October 2015.

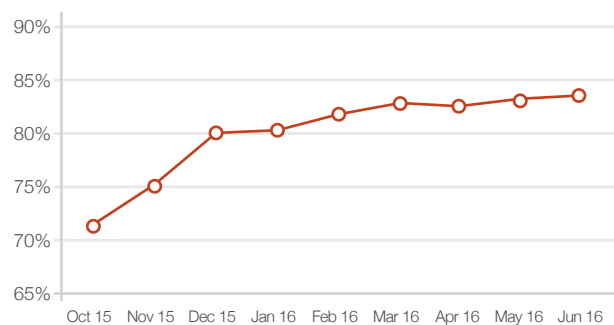
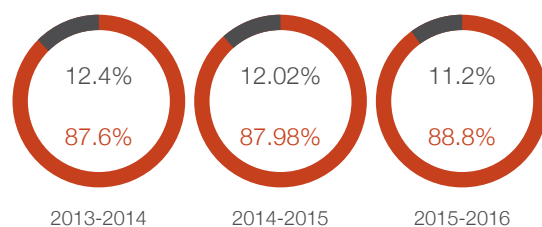


Figure 2.6: Requests Handled within Expected Time frames

The graph below shows a slight increase in the percentage of requests completed within expected time frames. This takes into consideration all request types.



BUILDING COMMUNITY CAPACITY

COUNCIL'S VOLUNTEER PROGRAM

Council's Volunteer Program aims to facilitate opportunities for community capacity building by enhancing community connectedness. Our volunteers contribute invaluable resources and time in a range of areas across Ballarat and have had another busy year. The City of Ballarat gratefully acknowledges all of our community volunteers who have gone above and beyond the call of duty in supporting hundreds of charities, schools, sporting groups and not-for-profit organisations across the city in 2015-16.

More information about Council's volunteering programs can be found at www.ballarat.vic.gov.au/pc/volunteering.aspx

Where our volunteers contribute

- » Meals on Wheels
- » Art Gallery of Ballarat Guides
- » Her Majesty's Guides
- » Youth Services Programs
- » Home Library Service
- » Parent Place
- » SAILS (Social, Activities, Interest, Leisure, Support) Program and Planned Activities
- » Multicultural Ambassadors Program

New Multicultural Ambassadors for 2016-18

Nine new Multicultural Ambassadors were appointed in May 2016 to serve a two-year period. The City of Ballarat Multicultural Ambassador Program was established in 2005. It aims to enhance community awareness, foster inclusion and promote the benefits of cultural diversity through learning, exchange and celebration. The Ambassadors provide leadership within the city's migrant and indigenous communities. They help ensure that cultural diversity is a positive and productive experience for all, are advocates for a healthy, safe, connected, harmonious and inclusive community, and are responsible for delivering a wide range of events and activities. Many of our former Ambassadors continue to provide leadership and support as Multicultural Advisors within the City. In 2015-16 volunteers were busy in a range of areas – they played an important role in the 2015 International Day of Peace at the Ballarat Library and Walk Together Ballarat 2015; they attended migrant morning teas; they were speakers at events held at local schools and libraries; and they supported community events such as Harmony Fest and Persian New Year. A photo and list of our new Multicultural Ambassadors can be found in the Special Ceremonies section on page 19.

Volunteers supporting parents and carers

The City of Ballarat's award-winning Parent Place is a free drop-in centre for parents and carers. It is a child-friendly space with change and feed facilities as well as general support and information about a range of City of Ballarat Family and Children's Services. Parent Place is run by City of Ballarat Family and Children's Services staff and supported by an energetic and passionate team of volunteers. It operates from 9am to 5pm, Monday to Friday at the corner of Sturt and Albert Streets. In 2015-16 our volunteers attended training in the areas of Breastfeeding Mentor and Cultural Awareness; received Certificates of Recognition at the 2016 NAIDOC Cabaret and Recognition Awards and National Volunteer Week 2016; created a Pop-Up Parent Place at the Begonia Festival and Harmony Fest; and hosted a special visit from the Inagawa Officer Exchange representative in June 2016.

Volunteers at the Archibald Prize Exhibition

When the Archibald Prize exhibition arrived in Ballarat, over 40 volunteers were recruited to assist with this exciting event.

Celebrating 30+ and 40+ Years of Volunteering Service

The City of Ballarat would like to thank and congratulate the following volunteers who have achieved milestones of 30+ and 40+ years of service:

Volunteer	No. of Years	Commenced	Area
Diane Stevens	40+	1970	Meals on Wheels
Bev Higgins	40+	1972	Meals on Wheels
Val Kellet	40+	1975	Meals on Wheels
Beryl O'Brien	30+	1979	Meals on Wheels
Heather McCallum	30+	1983	Meals on Wheels
Margaret Nunn	30+	1985	Meals on Wheels
Dorothy Snell	30+	1985	Meals on Wheels
Jim Stevens	30+	1986	Meals on Wheels



Opening of the new Meals on Wheels Volunteer Hub and Distribution Centre – details can be found on page 12.

Volunteer Recognition Events

This year's National Volunteers Week commenced with the Mayor and local volunteer agencies raising the Volunteering flag in the middle of Sturt Street, a presentation of certificates by United Way and networking over morning tea at the Ballarat Art Gallery. Volunteers also attended year-end celebrations at the City of Ballarat Family Christmas Party.

Volunteering Promotional Activities

Council remains an active participant of various committees and groups including: Local Government Pro Special Interest Group – Volunteering, Volunteer Coordinators Network Executive Committee, Volunteer Coordinators Network (Ballarat Region) and Members of Volunteering Victoria.

Volunteer Development Activities

A number of Council volunteers attended training where they learnt about caring for vulnerable people. Wellbeing initiatives continued to be offered to all volunteers in 2015-16 with free flu shots and access to the City of Ballarat's employee assistance program.

Volunteer Recruitment Campaigns

The following volunteer groups ran recruitment campaigns during 2015-16: Art Gallery Guides, Begonia Festival, Parent Place, Home Library Service, Cultural Diversity for the Multicultural Ambassador Program, Youth Development for Youth Council and SAILS.

COMMUNITY IMPACT GRANTS

The City of Ballarat administers and supports the Community Impact Grants Program. This program supports and helps build capacity and connectedness in our community by encouraging community organisations to be innovative and creative and address needs within their community. The program links to the outcomes and key priorities in the Council Plan. In 2015-16, the City of Ballarat awarded \$301,964 to 77 community projects and events across a wide range of areas.

A full list of Community Impact Grant recipients can be found in **Appendix 1** on page 206.

CASE STUDIES

Ballarat Community Health

A grant of \$1,000 assisted with the coordination of a Food Access Forum in October 2015 which was attended by 26 people from 16 organisations. The forum increased awareness and understanding of the range of local food access issues, identified service gaps, and shared challenges and opportunities for working together. The grant was used specifically for facilitation costs.

St John Ambulance Ballarat Division

A grant of \$4,456 was used to purchase lifesaving first aid equipment which enables volunteers to treat members of the Ballarat community who are injured at events. The grant was used specifically to purchase two spine boards and an oxygen response unit.

Ballarat Pony Club

A grant of \$10,000 assisted with safety and security measures at the Marcus Oldham Ballarat International Horse Trials held on May 6-8, 2016 at Victoria Park. Over 250 people volunteered to support 1,500 participants, many of whom travelled from interstate and overseas. The event was featured on local news and radio and was publicised widely via social media.



A grant of \$10,000 assisted with safety and security measures at the Marcus Oldham Ballarat International Horse Trials – details can be found above.



ELECTION OF MAYOR 2015/16

RECOMMENDATION
Council resolves to:

Elect Councillor Des Hudson as Mayor of the Ballarat City Council for 2015/16.

COUNCILLOR
G. HENDERSON



3.

OUR COUNCIL

THE ROLE OF LOCAL GOVERNMENT

Local government is the third level of democratically-elected government in Australia and operates under the *Local Government Act 1989*, which specifies Council powers, duties and functions.

The City of Ballarat is one of 79 Councils in Victoria. Each municipality varies in size, population, rate base and resources.

Councils plan and deliver services to meet the needs of their communities, specifically in the areas of health, planning and building control, business and economic development, waste and environmental management, and human and community services. They are responsible for implementing programs, policies and regulations set by the Victorian and Australian governments, managing community infrastructure and assets, and managing local issues with the power to set their own regulations and by-laws.

COUNCIL'S PORTFOLIO STRUCTURE

The City of Ballarat's Portfolio Structure aligns each Councillor's strengths and expertise with the major functions of Council as identified in our Council Plan 2013-17. It incorporates health and wellbeing priorities that have been identified for our community into all Council strategies, actions and operations.

COUNCIL'S PORTFOLIO STRUCTURE

INTEGRATED COUNCIL PLAN & COMMUNITY HEALTH & WELLBEING PLAN

PORTFOLIOS

INTEGRATED PLANNING ACROSS THE WHOLE COUNCIL | INTEGRATED SERVICE DELIVERY ACROSS THE WHOLE COUNCIL

GROWTH & DEVELOPMENT	PEOPLE & COMMUNITIES	DESTINATION & ECONOMY
LEADERSHIP Portfolio team	LEADERSHIP Portfolio team	LEADERSHIP Portfolio team
Cr Philips Cr Crompton Cr Rinaldi Supported by Organisational Directors.	Cr Coltman Cr Coates Cr Hudson Supported by Organisational Directors.	Cr Johnson Cr McIntosh Cr Innes Supported by Organisational Directors.
STRATEGY Vision	STRATEGY Vision	STRATEGY Vision
Ballarat is 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.	Ballarat is 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.	Ballarat has a prosperous, growing economy that attracts and retains innovative businesses and enterprises which employ a highly skilled local workforce, attracts new residents and promotes the city's unique heritage and vibrant cultural life.
DELIVERY Action	DELIVERY Action	DELIVERY Action
City presentation including greening the city; improved water and waste management; planning for growth; protecting Ballarat's heritage; pursuing key transport strategies.	Upgraded kindergartens; development of a youth precinct; adoption of a new recreation and aquatics strategies; adoption of a new early years plan; establishment of a welcome desk at the community hub at the library; development of a background document for social housing; development of neighbourhood plans.	Ballarat West Employment Zone; strategic arts and heritage framework, destination for tourism and events; major projects; destination for visitation; liveability and investment; economic development sector development and facilitation.

Healthy Communities

Sustainable Communities

Dynamic Communities

Culturally-Rich Communities

Democratic Communities

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.

WARDS

The North, Central and South Wards are each represented by three Councillors.



CITY OF BALLARAT MAYORS 2015-16

City of Ballarat Mayors serve a one-year term. A Mayoral election is held at a Special Council Assembly in November each year, when a new Mayor is elected by their Councillor colleagues.



Cr John Philips
Mayor September 2014 to November 2015



Cr Des Hudson
Elected Mayor November 2015

A TRIBUTE TO OUTGOING MAYOR CR JOHN PHILIPS

By **CEO Anthony Schinck**

Cr John Philips was the man his Councillor colleagues turned to in September 2014 to take on the role of Mayor when the position was unexpectedly vacated. With six-and-a-half years experience as a North Ward Councillor under his belt, Cr Philips was an obvious choice and stood unopposed for the position. That, in itself, is a testament to the regard in which he is held by his fellow Councillors.

He immediately made an impact as Mayor and was returned to the job by his Councillor colleagues two months later at the annual Mayoral elections in November. This time for a year-long term; he had earned the right to make the job his own.

Councillor Philips has a wide range of interests and skills. A licensed plumber, gas fitter and farmer by profession, Mayor Philips brought a unique perspective to the Mayoral role, one most definitely informed by his rural roots. His great gift is that he is equally comfortable meeting with residents in his largely rural ward, as he is in the Council Chamber, at a business meeting, or representing Ballarat in Melbourne, Canberra or internationally.

The City of Ballarat has dealt with some challenging issues during Cr Philip's

Mayoral term; on every occasion he has had the best interests of the community firmly in mind. He has listened and he has negotiated; and he has always used his vote to do what he considers to be the right thing by the people of Ballarat.

Mayor Philips refuses to bring politics into the Council Chamber; he has worked willingly and effectively with State Governments of both political persuasions during his Mayoral term. He is a strong advocate for our city and has been actively involved in planning to ensure Ballarat is well placed to meet the significant increase in population and growth forecast for the next decade.

Perhaps his greatest quality as Mayor has been Cr Philip's ability to communicate easily with people from across the community. He doesn't stand on ceremony, but has a common touch which has seen him win friends and admirers throughout the municipality.

In addition to his heavy workload as Mayor, Cr Philips has continued to be involved in community groups in the Cardigan, Miners Rest and Learmonth areas including the Country Fire Authority, the Victorian Farmers Federation, Landcare, and the Ballarat Chinese Community.



CEO Anthony Schinck thanks outgoing Mayor Cr John Philips.

The City of Ballarat is fortunate to have men of the calibre of John Philips; a man who has given many years of voluntary service to our community.

I congratulate John Philips on a very successful term as Mayor and thank him on behalf of the people of Ballarat for the long, hard hours he has put in during this time.

My sincere hope is John Philips will continue to serve as a City of Ballarat Councillor for many years to come; his knowledge and skills are a great asset to our Council.

SOUTH WARD



CR DES HUDSON (MAYOR)

Portfolio: People & Communities

Elected: March 2002

Mayor: Elected November 2015

Email: deshudson@ballarat.vic.gov.au

Phone: 0409 865 093

Twitter: @DesHudson13

Facebook: @BallaratMayor
and @councillordeshudson



CR PETER INNES

Portfolio: Destination & Economy

Elected: October 2012; previously 2002 to 2008 (Buninyong Ward)

Deputy Mayor: October 2014 to November 2015

Email: peterinnes@ballarat.vic.gov.au

Phone: 0407 539 683

Facebook:
facebook.com/CrPeterInnes



CR JIM RINALDI

Portfolio: Growth & Development

Elected: February 2015

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Phone: 0407 325 693

COUNCILLOR PROFILES

AT 30 JUNE 2016

The current group of Councillors was first elected to Council on 27 October 2012 for a four-year term. A list of their representation on Council's many Advisory Committees and Section 86 Committees during 2015-16 can be found in **Appendix 2** on page 208.

CR DES HUDSON (MAYOR)

Focus

I love being involved in the development of a long-term vision for Ballarat and the South Ward that will support growth and a sustainable future for our City. In particular, I'm passionate about job creation and the development of the arts and culture, as well as first-class regional recreational facilities. I am 100% committed to making sure Ballarat is a family-friendly city and a safe place to live.

Highlights 2015-16

1. Making significant progress on the development of the Ballarat West Employment Zone.
2. Introducing a new green waste service for all residents.
3. Coming to a resolution about the Civic Hall site and the saleyards relocation.
4. Seeing the success of the inaugural Winterlude Festival.

Challenges/Disappointments

I'm disappointed that we still haven't had a decision from the Federal Government about the \$100 million from the National Stronger Regions Fund that is required to complete the development of the new basketball and netball centre in Wendouree – we know this project will generate significant economic and community benefit for Ballarat and the region.

Looking Ahead

I'm looking forward to seeing the developments at the Sebastopol Library, the Marty Busch Recreation Reserve, the Station Precinct and the Eureka Stadium that will bring AFL games to Ballarat. I'm also looking forward to seeing the beginning of the transformation of the Civic Hall site with the building becoming a Library of the Future and events space, including a connection to the existing

library, as well as the opportunity to pursue other public-private partnerships on the site that will continue to transform and activate Ballarat's CBD.

About

Cr Hudson is a key member of a number of community groups and associations including the Ballarat Police Blue Light Committee, where he is a Life Member. He is a serving member of Victoria Police with 27 years' service and is the current Youth Resource Officer for the Ballarat and Pyrenees Local Government Areas.

CR PETER INNES

Focus

I am passionate about representing the South Ward and especially the residents 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 city. I feel grateful to be able to contribute to the strong sense of community that exists in Buninyong and I love the personal interaction I have with South Ward residents in everyday life – whether it's down the street or at the supermarket or playing golf.

Highlights 2015-16

1. Seeing the development at Buninyong stimulated by the Engaging Communities Program – great examples are the new art installation, the Avenue of Honour, and the Recreation Reserve. I've especially loved seeing how the community has worked through issues with clear minds to achieve some amazing results.
2. Continuing to grow the road national cycling event and the potential to work with the community to make Buninyong a major cycling destination with the national course as the main attraction.
3. Seeing what can happen when a community works together – the residents of Buninyong have huge pride

in their town and want to make sure they protect its character and village feel while promoting Buninyong. It's been great to see groups like the RSL and the Buninyong & District Community Association working together so well.

4. Seeing the huge support of the Winterlude Festival – I believe this highly successful event needs to now be embedded in our planning.

Challenges/Disappointments

A big challenge for Council is getting high levels of engagement with the broader community and not getting only reactive engagement. Another big challenge is to not limit our thinking as we plan for the next 30 to 40 years and to always stay focused on working together to get the best possible outcome no matter what the issues are.

Looking Ahead

In the lead up to Council elections, I want to see people standing for Council for the right reasons – with the interests of their community at heart. We live in a fantastic city and we need to remember that it's all about community and to appreciate what's around us. I'm looking forward to seeing the Civic Hall site developed after working through a comprehensive community consultation process.

About

Cr Innes (Dip Arts - Clinical Psychology, TPTC – Primary Teaching) has an extensive background in education and the public service. He established and currently runs the highly successful, award-winning Link Up Young Parents Program, which is now part of the Yuille Park Community College program. Cr Innes was nominated for the 2015 Australian of the Year Awards Local Hero section. He was also one of four finalists in the 2015 Victorian Local Hero Awards and is a Rotary Paul Harris Fellow.

CR JIM RINALDI

Focus

I am committed to making financially-responsible decisions and giving our community value for money. I also want to make sure residents have a say in decisions made by Council that affect them. I will continue to push to improve sporting facilities across the city to maximise healthy lifestyle outcomes for all residents, and it's also important to me that we direct our focus back to roads, footpaths, public lighting and reserves.

Highlights 2015-16

1. Completing work on the Roads Hierarchy Program, a long-term project that has involved undertaking a comprehensive evaluation of all roads in the municipality to develop a prioritised plan for road maintenance, renewal and construction across the city.
2. Seeing the planning work for the Sebastopol Library redevelopment take shape.
3. Seeing the completion of the Buninyong Town Square redevelopment.
4. Working on lighting solutions for the running/walking track around Lake Wendouree.

Challenges/Disappointments

The decision about the saleyards relocation has been a difficult one to resolve and the process has been challenging.

Looking Ahead

I'm looking forward to seeing the development of a community hub in Warrenheip that will see the hall refurbished and the tennis courts relocated to the hall precinct. This will be a first-class facility for the whole community, with tennis and netball courts in one location, BBQ facilities etc. It's also very important for me that, going forward

with the saleyards, we get the best possible result for all involved.

About

Cr Rinaldi has been running small businesses for over 20 years and knows the value of hard work. He brings a wealth of hands-on experience to his role as Councillor. Cr Rinaldi grew up in Ballarat and has raised his family here. He is an active member of the local football community and was a successful coach at several clubs.

CENTRAL WARD



CR BELINDA COATES (DEPUTY MAYOR)

Portfolio: People & Communities

Elected: October 2012

Deputy Mayor: Elected November 2015

Email: belindacoates@ballarat.vic.gov.au

Phone: 0417 456 513

Twitter: @BelindaCoates

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www.facebook.com/CoatesBelinda

Instagram:

<https://instagram.com/belindacoatesballarat/>



CR GLEN CROMPTON

Portfolio: Growth & Development

Elected: July 2014

Email: glencrompton@ballarat.vic.gov.au

Phone: 0409 934 796



CR SAMANTHA MCINTOSH

Portfolio: Destination & Economy

Elected: December 2008

Email:

samanthamcintosh@ballarat.vic.gov.au

Phone: 0458 004 880

Facebook:

facebook.com/samantha.mcintosh

CR BELINDA COATES (DEPUTY MAYOR)

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 and wellbeing. I've been working hard to ensure that all of Council's decisions on strategies and policies consider social, health, cultural and environmental factors as well as economic and financial factors. Some of my key priorities include ensuring accessible and high quality services for residents of all ages, reducing costs through energy efficiency and reducing waste, and protecting the community based on the information available.

Highlights 2015-16

1. Working with community members and the Disability Advisory Committee to deliver Ballarat's first inclusive play space in Victoria Park which provides access for all families.
2. Working with the Live Music Advisory Committee to complete the Live Music Strategy that will contribute to a more vibrant and lively city.
3. Chairing the Clean Ballarat Committee to implement the green waste service.

Challenges/Disappointments

A big challenge is how long it can take to see action when undertaking a truly consultative process – for example, in developing the live music strategy and the active and sustainable transport strategy. Another challenge has been getting to the decision point for Civic Hall, balancing different community expectations and ensuring that actions are activated.

Looking Ahead

I'm looking forward to ensuring that projects remain on track, such as Civic Hall and Clean Ballarat initiatives – specifically urban forestry projects,

additional solar panels for Council buildings and initiatives that promote more walking and cycling.

About

Cr Coates (BSocWork (Melbourne), GradDip Adv Counselling/Psychotherapy (Fed Uni), GAICD) is an experienced community advocate and has had extensive involvement in 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. Cr Coates is a member of the Board of the Central Victorian Greenhouse Alliance.

CR GLEN CROMPTON

Focus

I believe that Ballarat is in good shape and getting better. I'm committed to making sure Ballarat continues to flourish and prosper as a diverse regional capital while retaining its appealing amenity and I value the opportunity to participate in decisions that affect the future of our City. As Councillors, our work is driven by the needs of the community and the Council Plan. With such a diverse range of needs, I see my role as casting a pragmatic eye over all the matters that come through Council to make sure they're executed to achieve the best overall outcomes for the City.

Highlights 2015-16

1. Seeing through the outstanding items in the Council Plan.
2. Commencing the development of a new master plan to refresh the lake and gardens precinct after 20 years – this precinct is very important to our community and the planning for what it will look like for the next 20 years will be based heavily on community engagement.

3. Working through a comprehensive stakeholder and community engagement process to develop the Live Music Strategy – especially engaging people who have so much expertise and knowledge in this area.

Challenges/Disappointments

Working through the decision-making process for the saleyards relocation and the Civic Hall site redevelopment and trying to balance the expectation and practicalities of major projects with what people want. A big challenge is engaging the largely silent majority in our community on contentious issues.

Looking Ahead

I'm looking forward to completing the current Council Plan and ensuring that everything is in good shape when we hand over to the next Council, especially as Councils navigate the new era of rate capping. In particular, I'm looking forward to seeing the advancement of projects like the Eureka Stadium and Station Precinct and the delivery of the Live Music Strategy.

About

Cr Crompton made the decision to stand for Council because he felt a personal responsibility to step up in the community. He has worked as a bank clerk, photographer, musician, motorsports journalist, software developer and administrative manager. He has broad experience in the development, deployment and operation of accounting and reporting systems, distributed information networks, OHS compliance and IT administration.

CR SAMANTHA MCINTOSH

Focus

As Councillors, we need to deliver good examples of what can be done to make our City great and, in turn, to activate businesses and the community to follow the lead. I am committed to seeking economic opportunities for our City, a passionate advocate for preserving our heritage across the city, and a proud supporter of tourism and cultural events and institutions. As the capital of Western Victoria, I believe we need to collaborate very closely with our regional neighbours to work through the challenges of significant population growth over the next three decades so we can get great outcomes right across our region and country.

Highlights 2015-16

1. Taking the theming of our events to another level and activating the streets of the CBD – Winterlude is a great example of this.
2. Securing Australia's first-ever regional White Night in February 2017 – this is evidence of Ballarat becoming a mature, artistic tourism city that is standing up nationally and internationally.
3. Seeing how our successes in the tourism area have benefitted local businesses – it is so important that we continue to be a successful city so we can drive a sustainable economy.
4. Getting runs on the board in the Ballarat West development zone and attracting new population growth which sets a strong base for our local businesses to flourish.
5. Enhancing the unique personality of our city through our work on the Historic Urban Landscapes policy – the character of our City is admired around the world.

Challenges/Disappointments

The challenge of working out how to deliver on the Historic Urban Landscapes policy in new developments and redevelopments and really committing to actioning it. In addition, the challenge of protecting what is unique about us as a city and what people love about Ballarat, which will, I believe, contribute to our sustainable economic development. I'm disappointed that we haven't yet been successful in securing funding for the emergency hub at the Ballarat Airport – completed studies show the huge potential of this project for our region.

Looking Ahead

I'm looking forward to setting the scene for the new Council and ensuring that the right parameters and policies are in place for capitalising on our population growth and ensuring sustainable economic development while protecting our city's integrity and unique personality – I believe we can do both.

About

Cr McIntosh (AICD) is a successful local real estate agent. She previously worked as a Registered Disability Nurse and a Marketing Manager, and has owned and managed various tourism, hospitality and health support venues in Ballarat over the past 23 years, including setting up and managing a special support residence in Ballarat. Cr McIntosh takes an active interest in the City's aviation industry and historical assets and is a strong champion of heritage issues.

NORTH WARD



CR VICKI COLTMAN

Portfolio: People & Communities

Elected: October 2012

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Phone: 0418 357 712

Facebook:

www.facebook.com/vickicoltman



CR AMY JOHNSON

Portfolio: Destination & Economy

Elected: October 2012

Email: amyjohnson@ballarat.vic.gov.au

Phone: 0417 018 369

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Facebook:

www.facebook.com/councilloramjohnson



CR JOHN PHILIPS

Portfolio: Growth & Development

Elected: March 2008

Mayor: September 2014

to November 2015

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Phone: 0417 388 706

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www.facebook.com/john.phillips

CR VICKI COLTMAN

Focus

My focus is on always talking with and listening to residents and organisations to capture their good ideas and issues; being smarter in how we drive efficiencies and cost savings across the organisation, especially in how we adopt and use new technologies to improve processes and systems; ensuring we plan and develop infrastructure to drive investment to stimulate economic growth and jobs; and using my business skills for close monitoring of 'the processes' by being committed to my oversight and monitoring roles on the various audit and risk, finance, policy committees.

Highlights 2015-16

1. Achieving a number of solution-focused outcomes for issues affecting residents, including the creation of a capital program for road shoulder maintenance works to fix potholes by widening road surfaces while making sure we're protecting trees and parking access.
2. Working with the communities of Brown Hill, Miners Rest, Cardigan Village and Learmonth to make sure they decide how Council money is spent on community projects in their areas (as part of the Engaging Communities Program).
3. Keeping the community informed with ongoing discussion and explanations about the reasons behind Council decisions via social media and other media channels – recent examples include the Backspace Gallery and Civic Hall site. This is very important to me because I love talking to and working with residents and advocating on their behalf.

Challenges/Disappointments

It's always a challenge balancing what the community wants with what they can have. Getting the community to understand the opportunity costs and greater implications of any decision can be very difficult at times. Specific challenges this year had me advocating for dog owners to access suitable off-leash areas – such as the new fenced dog park in Wendouree and the planned area in Victoria Park – and the ongoing challenge of a growing city's need for extra car parking in the CBD.

Looking Ahead

I'm looking forward to ensuring unfinished projects are either completed or handed over to the new Council so they can be completed, notably the new basketball and netball centre in Wendouree. Trees and green spaces are a passion for me, so I will be keeping the Greening Ballarat projects on my radar to ensure the 40% targets are met in the coming years.

About

Cr Coltman is passionate about Ballarat and its great people and community. A graduate of Federation University, Swinburne University and the Australian Institute of Company Directors (AICD), she uses her business and leadership skills to mentor and support local business and community organisations. She is Chair of Headspace Ballarat Consortium and the Art Gallery of Ballarat and is a Trustee on the Art Gallery of Ballarat Foundation. As a community member, Cr Coltman volunteers with United Way (reading with young primary students at Yuille Park Community College – a highlight of her week) and mentors young drivers in the 'L to P' Program. As a People and Communities Portfolio member, Cr Coltman is a member of several Council Advisory Committees including Clean Ballarat, Ballarat Heritage, Western Highway Action Committee, Audit & Governance, Finance, Policy, Harmony Festival, Positive Aging Committees and she Chairs the Intercultural Advisory Committee. Cr Coltman is the MAV Delegate for Council and regularly attends meetings around the State representing the City of Ballarat.

CR AMY JOHNSON

Focus

I'm passionate about engaging with our community on an ongoing basis in order to listen to their input and concerns and to then advocate for their needs. Ballarat residents are incredibly engaged in the decisions that affect their community and like to have the opportunity to provide feedback on proposals, ideas and decisions. I am a vocal advocate for strong community consultation, as well as for Ballarat's growing business community. I am also a fierce supporter of tourism within the City, acknowledging the significant financial and cultural benefits that tourism brings to our region.

I care strongly about the environment and will continue to advocate innovative waste management solutions for the City and the use of more energy-efficient lighting across the city.

Highlights 2015-16

1. Sitting on the Commerce Ballarat Board again, working hard as an advocate for our business community, specifically around the Ballarat West Employment Zone and Economic Program, keeping commercial rate rises to a minimum and facilitating investment in the Ballarat economy.
2. Working with Council officers to deliver a green waste service for our residents while also advocating for a Waste-to-Energy Facility to process green and organic waste.
3. Working hard as a member of the events and tourism portfolio to assist in organising events and initiatives such as Summer Sundays, the Archibald Prize, the City Circle bus, the ice skating rink as part of the Winterlude Festival, White Night Ballarat and Heritage Weekend.

Challenges/Disappointments

This year, I was frustrated to see Councillors vote to seek a variation to the rate rise above the 2.5% rate cap imposed by the State Government. There are many opportunities to find savings within the organisational budget rather than constantly putting out our hands asking residents to pay more. I'm also disappointed that over \$1 million of borrowed funds has been allocated to the construction of a water slide at the Ballarat Aquatic and Lifestyle Centre when there are more pressing projects requiring funding. The repayment of debt (currently at \$28 million) and the construction of CBD car parking should be considered a priority in the coming term of Council. I remain a strong advocate for installing lights around Lake Wendouree to enable this important community recreational asset to be used for more hours of the day. Unfortunately, other Councillors were not supportive of this project again in 2015-16 and it did not receive any funding during our most recent Budget. To see this project come to fruition, I will continue to seek alternative funding sources, including the potential for funding from other levels of government and via community fundraising activities.

Looking Ahead

I will continue to be a strong advocate for the business community and to focus on further activating our CBD via a range of integrated initiatives.

About

Cr Johnson (BHealthSci – Health Promotion/ Community Development) owns Austrend Media, an organisation which works with local businesses to promote their products and services via social media platforms. She is a member of the Commerce Ballarat Board and Chairperson of the Positive Ageing Advisory Committee, Community Safety Advisory Committee and Airport Advisory Committee.

CR JOHN PHILIPS

Focus

I believe that we need to plan for sustainable growth, making every endeavour to provide job opportunities and meet the challenges of our fast-growing city while ensuring Ballarat remains one of the best liveable cities in Australia. We need to improve our road and transport connections – in particular train travel to and from Melbourne. We also need to make sure that Council's communication of information meets the needs of our residents.

Highlights 2015-16

1. Securing the first tenant in the Ballarat West Employment Zone.
2. Delivering a highly successful inaugural Winterlude Festival.
3. Building more water play facilities.
4. Completing community projects in the townships of Miners Rest, Learmonth and Buninyong as part of the Engaging Communities Program.
5. Advancing the planning of a motorsports complex – this is progressing well.
6. Completing *The Ballarat Strategy* – Council's vision to 2040.

Challenges/Disappointments

The ongoing challenge of providing infrastructure and services – such as kindergartens, community centres and sporting facilities – that support a healthy and engaged city as areas develop. Also, the challenge of working with developers to ensure the character of Ballarat's streetscapes, parks and gardens is maintained in new areas. I'm disappointed we haven't been able to keep pace with growth with regard to maintaining and developing our road network – specific examples that we haven't found good answers for are Sturt/Mair Streets and CBD parking. I'm also disappointed that we haven't been able to attract a State Government department to Ballarat.

Looking Ahead

I will do everything I can to make sure the following are delivered:

- » A quality and comfortable fast train network.
- » The Bio-Economy Innovation Centre at Ballarat West Employment Zone (BWEZ) that will deliver a centre of innovation excellence.
- » The Waste-to-Energy Facility at BWEZ that will minimise waste going to landfill and extend the life of our landfill facilities.
- » The Aviation Emergency Services Hub at Ballarat Airport that will deliver jobs and fire security.
- » A regional motorsports and events facility that will deliver an economic impact of \$300 million regionally.
- » Planning and working with stakeholders to make sure the educational needs of our city are keeping pace with our growth.

About

Cr Philips is involved in many community groups in the Cardigan Village, Miners Rest and Learmonth areas, including the Country Fire Authority, Landcare and the Ballarat Chinese Community. He is a Board Member at the Museum of Australian Democracy at Eureka and a community member on the Sovereign Hill Board. A licensed plumber, gas fitting contractor, farmer and OH&S adviser for businesses, Cr Philips is also a car enthusiast and is passionate about motorsports.



YOUTH COUNCIL

Youth Council meeting – details can be found below.

STRATEGIC OBJECTIVE

Deliver initiatives that build capacity and promote healthy behaviours in young people.

The City of Ballarat Youth Council consists of young people who are passionate about making change and contributing to their community. The Youth Council program is underpinned by the Positive Youth Development Framework. Youth Councillors work through an extensive planning process to identify the initiatives and projects they want to initiate and develop during their time on Youth Council.

Information on the program can be found by 'liking' the B'You Ballarat Facebook page, www.facebook.com/ballaratyouthservices

What we did in 2015-16

- » Participated in meetings with senior Council staff and members of the City of Ballarat leadership team to discuss leadership and local government.
- » Travelled to Victorian Parliament to meet with local Members of Parliament and Minister Jenny Mikakos to discuss youth participation and homelessness.
- » Participated in consultations with local organisations to ensure youth involvement with:
 - Ballarat Tech School - planning and design of the new STEM school.
 - Ballarat Community Health - placement of condom vending machines and design of campaigns to promote safe sexual health behaviours.
 - Central Highlands Homelessness Network – development of youth homelessness initiative YIHA (Youth Initiative Housing Action).
- » Participated in leadership training days with facilitator Stefan Bramble and Ballarat's Leaders In Action group.
- » Met with United Nations Youth Representative Chris Eigeland.
- » Oversaw the implementation of the City of Ballarat Youth Awards in 2015 and, in 2016, the review of award categories and the promotion of the awards program.
- » Participated in Halving Homelessness: Think Tank Ballarat.
- » Fundraised for Ballarat's Pop-Up Shop for the Homeless.
- » Networked, connected, shared and provided positive opportunities for the voice of young people to be heard in Ballarat.



Youth Council workshop session – details can be found on this page.

YOUTH COUNCILLORS 2016

LAUREN KERR

Bachelor of Arts
(Majors in Chinese and Linguistics)

Passions: I love to advocate for equality and multiculturalism. Everyone is different and we all have our own perspective on the world and we should share with one another.

RUBY GEDYE

Year 12 @ Ballarat Grammar School

Passions: I love to advocate for young people and am interested in policy, politics and current affairs. I am passionate about friends, family and sport.

SARAH BARCLAY

Year 12 @ Ballarat High School

Passions: Music, playing musical instruments and singing. Cadets. I am passionate about volunteering and giving young people the opportunity to express themselves!

HENRY ZHANG

Year 12 @ Mount Clear College

Passions: I am interested in leadership, talking to people, and learning how to communicate. Some people still have racist thoughts and we need to talk face-to-face, heart-to-heart.

FREYA LAWSON

Year 10 @ Loreto College

Passions: I am interested in how young people can work together to make change through relating and engaging with other young people! I am concerned about mental health, substance abuse, and bullying issues.

CHARLIE DE PRETE

AYCE Program— Distance Education

Passions: I am an author and love writing and publishing online. I am passionate about helping in the community and am keen to see positive change. I want to help change homelessness.

KRUIZ JENKINS

Year 10 @ Phoenix College

Passions: I am passionate about skiing, knee boarding, and car racing. I am keen to help people, particularly around bullying and mental health issues!

LUCY STOEL

Year 12 @ Mount Clear College

Passions: I am passionate about learning people's stories and cultures, meeting people, and making friends. I am interested in learning from others, travelling and trying new experiences. I believe in young people and their potential.

DYLAN LEWIS

Federation University: Bachelor of Community and Human Services

Passions: I have been skateboarding for 10 years and I am passionate about helping people, mentoring and establishing programs that make positive change.

NATALIE SHAW

Year 12 @ Damascus College

Passions: I love to advocate for equality for the LGBTIQ community, I am passionate about racial equality, and am very interested in the issue of positive mental health.

BRAYDEN CRUTCHFIELD

Year 11 @ Mount Clear College

Passions: Young people and leadership, tackling bullying and photography, drums, soccer, the environment, and making a difference!

RICKY CLARK

Federation University

Passions: I love animals, cars, and family. I am passionate about helping people and giving back.

SAMANTHA BYRNE

Year 12 @ Ballarat Christian College

Passions: Acting, playing the cello, and going to the beach. I am passionate about helping people and I am concerned about the issue of homelessness.

APRIL GRAY

ACU: Bachelor of Nursing (Physiotherapy)

Passions: I am a road traffic accident survivor and passionate about road safety. I volunteer at the Ballarat Karate Club twice a week teaching children.

EMMISYN GALE

Year 12 @ Loreto College

Passions: Music, art, and French. I am passionate about helping people and guidance for young people through mentoring by peers. There is a lot young people can do!

KARLIE MCRITCHIE

Store Manager at Lovisa Geelong

Passions: I am passionate about young people having and using their voice. I have a strong work ethic and am keen to work with others.



THE CITY OF BALLARAT'S COMMITMENT TO GOOD GOVERNANCE

The City of Ballarat Councillors are committed to working together to make decisions that are in the best interest of residents and the municipality and to discharge responsibilities to the best of their skill and judgment. They are committed to always acting with transparency and with the highest level of integrity in all matters of governance to ensure that Council operates effectively, efficiently, impartially and with integrity and compassion. They adopt good governance principles by making decisions based on proper processes and systems, by encouraging the community to participate in decision-making on issues that affect them, and by making sure Council Officers carry out decisions appropriately.

A report on our performance in areas of Governance against the Council Plan 2013-17 can be found in Section 6.5 Our Performance – Managing Our Business starting on page 131. This includes highlights, challenges, disappointments and looking ahead.

4.

GOVERNANCE

GOOD GOVERNANCE IN LOCAL GOVERNMENT

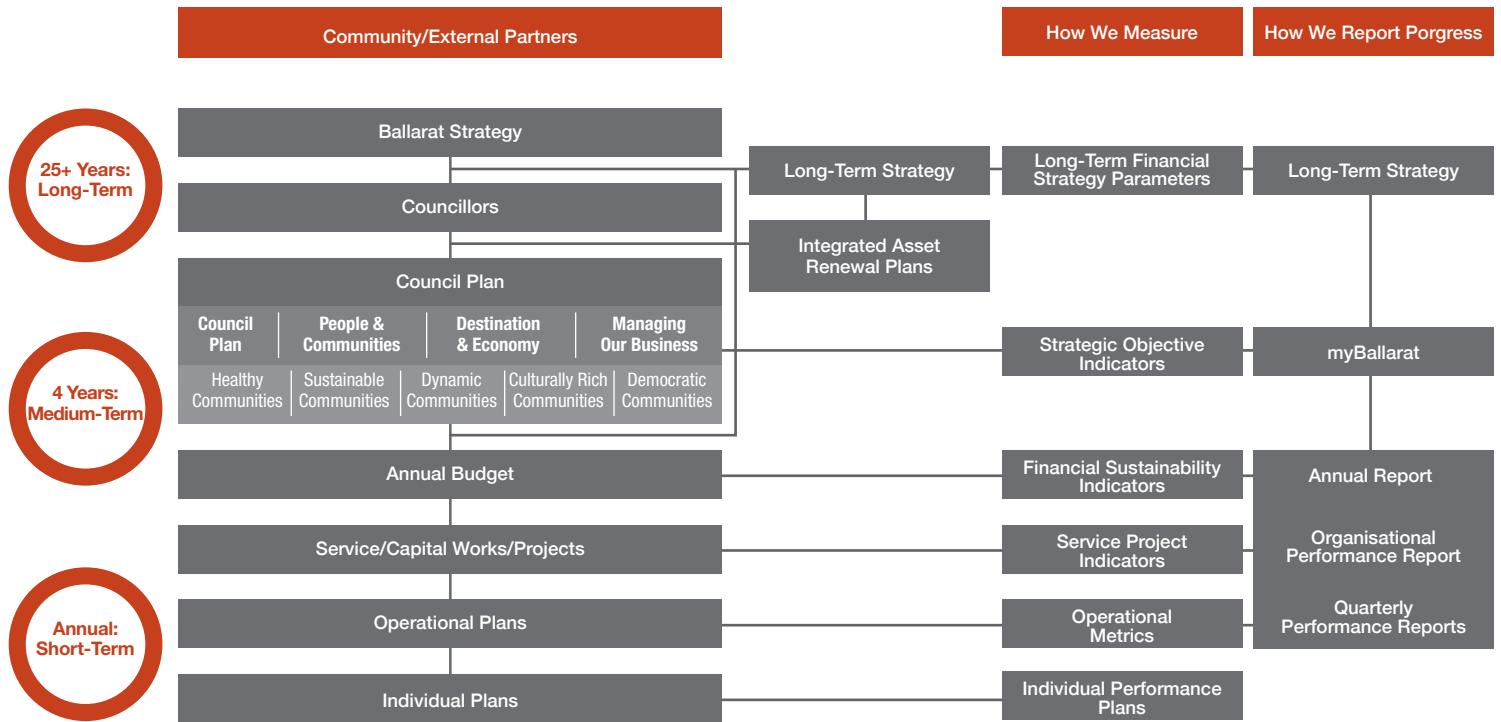
Under the *Local Government Act 1989*, elected Councils are required to make decisions for the municipality or delegate the decision-making power to Council Officers or Special Committees. Details about City of Ballarat's Special Committees can be found in **Appendix 2** on page 208.

What are the characteristics of good governance in Local Government?

- » Councils are required to report, explain and be accountable for the consequences of decisions it has made on behalf of the community it represents.
- » People should be able to see clearly what the Council considered in the decision-making process, including information, advice, consultation and legislation.
- » Decisions made by Councils need to be in line with relevant legislation (in Victoria, this includes the *Local Government Act 1989*, the *Public Health and Wellbeing Act 2008* and the *Equal Opportunity Act 2010*).
- » Councils need to be as responsive as possible to the needs of the entire community while balancing competing interests.
- » Councils need to provide opportunities for all members of the community, and especially the most vulnerable, to participate in the decision-making process.
- » Councils need to make the best use of the available people, resources and time to deliver the best possible results for their community.
- » Any member of the community should have the opportunity to participate in the decision-making process about issues that affect or interest them.

COUNCIL'S PLANNING FRAMEWORK

The City of Ballarat's Planning Framework is designed to ensure a balanced and sustainable approach to the growth and development of the city, with all plans, policies and reports integrating from the short and medium-term to the long-term.



DEMOCRATIC GOVERNANCE

COUNCILLOR CODE OF CONDUCT

The *Local Government Act 1989* requires Councils to develop and approve a Code of Conduct within four months after each general election and for this code to be approved at a special meeting of Council. In 2015, the *Local Government Act 1989* was amended to strengthen certain provisions.

Our Council adopted its revised Code of Conduct in 2016. The Councillor Code of Conduct provides the framework and principles of practice for the elected

officials of the City of Ballarat. At the time of signing, an oath of office was taken and the document was signed in the presence of the Chief Executive Officer. Copies of this document were provided to each elected Councillor.

The City of Ballarat's Councillor Code of Conduct can be found at www.ballarat.vic.gov.au/ac/budget-reports-and-plans/council-policies

COUNCILLOR PRINCIPLES OF PRACTICE

We will:

- » Act in the interest of ratepayers and residents, while balancing the needs of specific interests in our community.
- » Maintain robust and transparent debate which is respectful of all views and opinions.
- » Think and act strategically while being receptive to new ideas and opportunities.
- » Ensure that key decisions will be based on engaging with communities and stakeholders and clearly communicate the rationale for those decisions.
- » Recognise the importance of delivering excellence in customer service to achieve positive and timely outcomes.

COUNCILLOR CONFLICTS OF INTEREST

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council Officer or a Committee, they too need to act in the public interest. A Conflict of Interest occurs when a personal or private interest might compromise a person's ability to act in the public interest. A Conflict of Interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a Conflict of Interest.

Declaration of a Conflict of Interest is a standard agenda item for all Council and Committee meetings. While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. Conflicts of Interest are recorded in Council minutes.

18 Councillor Conflicts of Interest were declared at Ordinary and Special Council Meetings in 2015-16:

3 Direct: Cr Johnson (2), Cr Rinaldi (1)
15 Indirect: Cr McIntosh (8), Cr Philips (3), Cr Coltman (2), Cr Crompton (2)

COUNCILLOR ALLOWANCES

Councillor Allowances

In accordance with Section 74 of the *Local Government Act 1989*, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is entitled to receive a higher allowance.

Figure 4.1: Councillor Remuneration

The table to the right shows the remuneration paid to each Councillor.

Councillor	Remuneration
Cr Des Hudson (Mayor since Nov 2015)	\$61,467.77
Cr John Philips (Mayor to Nov 2015)	\$45,013.64
Cr Belinda Coates	\$26,140.32
Cr Vicki Coltman	\$26,140.32
Cr Glen Crompton	\$26,140.32
Cr Peter Innes	\$26,140.32
Cr Amy Johnson	\$26,140.32
Cr Samantha McIntosh	\$26,140.32
Cr Jim Rinaldi	\$26,140.32

COUNCILLOR EXPENSES

In accordance with Section 75 of the *Local Government Act 1989*, Council is required to reimburse a Councillor for expenses incurred while performing their duties as a Councillor. Council publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by Council.

Figure 4.2: Councillor Expenses

The table below shows the expenses paid to each Councillor.

Councillor	Professional Development	Conferences	Meals Provision	Memberships	Travel & Accommodation	Telephone
Cr Des Hudson (Mayor since Nov 2015)		\$431.82	\$1,265.82		\$19,408.99	\$2,336.07
Cr John Philips (Mayor to Nov 2015)			\$461.82		\$17,289.51	\$3,344.32
Cr Belinda Coates		\$2,007.27	\$458.30	\$476.36	\$1,628.33	\$1,611.60
Cr Vicki Coltman		\$4,937.27	\$427.39	\$575.00	\$3,337.05	\$1,324.51
Cr Glen Crompton			\$150.41		\$247.06	\$1,322.45
Cr Peter Innes			\$570		\$4,838.51	\$1,304.03
Cr Amy Johnson	\$2,260.00	\$2,052.22	\$803.08	\$689.09	\$3,745.60	\$1,293.37
Cr Samantha McIntosh		\$3,000.81	\$1,965.09	\$489.09	\$7,788.93	\$1,690.10
Cr Jim Rinaldi						\$1,171.69

ORDINARY MEETINGS OF COUNCIL

21 Ordinary Meetings of Council were held in 2015-16.

Council meets on the second and fourth Wednesday of each month. Meetings are open to the public and are mainly held in the Council Chamber at the Town Hall at 7pm.

SPECIAL MEETINGS OF COUNCIL

5 Special Meetings of Council were held in 2015-16 for the following reasons:

- » Reappointment of Chief Executive Officer (5/08/15)
- » Election of Mayor and Deputy Mayor (16/11/15)
- » Chief Executive Officer Contract of Employment (6/04/16)
- » Councillor Code of Conduct (4/05/16)
- » Submissions hearings: Draft Budget, Council Plan & Strategic Resource Plan 2016-17 (15/06/16)

Figure 4.3: Councillor Attendance at Ordinary & Special Meetings of Council

The table below shows the number of meetings attended by each Councillor in 2015-16.

Councillor	Ordinary (out of 21)	Special (out of 5)	Apology/ Leave of Absence
Cr Hudson (Mayor since Nov 2015)	19	5	2
Cr Philips (Mayor to Nov 2015)	21	5	0
Cr Coates	19	5	2
Cr Coltman	18	5	3
Cr Crompton	20	5	1
Cr Innes	21	5	0
Cr Johnson	17	5	4
Cr McIntosh	20	4	2
Cr Rinaldi	21	5	0

ASSEMBLY MEETINGS OF COUNCIL

Council meets informally to receive briefings and public and community presentations on the first and third Wednesday of each month. No decisions are made by Council at these meetings.

Councillor Attendance at Assembly Meetings of Council (out of 20)

Cr Hudson (17), Cr Philips (18), Cr Coates (18), Cr Coltman (17), Cr Crompton (19), Cr Innes (20), Cr Johnson (12), Cr McIntosh (18), Cr Rinaldi (19).

PUBLIC QUESTION TIME AT COUNCIL MEETINGS

Public question time is held at the start of Ordinary Meetings of Council to give residents the opportunity to ask questions of the Council. Members of the public can ask any question to Council during Public Question Time without needing to give notice or put their question in writing. 226 questions were asked during Public Question Time in 2015-16.

PUBLIC REPRESENTATIONS AT COUNCIL MEETINGS

The public is able to speak to items contained within published Council agendas by registering a request to provide a presentation (in a format such as PowerPoint or other) in order to present their view to Councillors. Registrations close five days prior to the public meeting. 172 public representations were made at Council meetings in 2015-16.

ADVISORY & NON-ADVISORY COMMITTEES, GROUPS & ORGANISATIONS

Representation: Councillor

A full list of Councillor Representation can be found in **Appendix 2** on page 208.

Representation: Community Members

As part of Council's Strategic Objective of encouraging our community to participate more in decision-making that affects them, traditional community engagement opportunities continue to be available to residents through membership of one of Council's many Advisory Committees and Section 86 Committees. The *Local Government Act 1989* allows Councils to establish one or more special committees consisting of Councillors, staff, and others. A full list of Representation by Community Members can be found in **Appendix 2** on page 208.

EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. The annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative for the 2015-16 year. The external auditors present the annual Audit Plan at the May Audit Committee meeting and the August Audit Committee meeting presents the Audit Report. The signed audit management letter and responses are also provided to the Audit Committee. Please refer to the Financial Statements in the report starting on page 146.

INTERNAL AUDIT

Council's internal audit function aims to demonstrate and deliver best practice governance. It provides independent and objective assurance that the appropriate processes and controls are in place across Council and that corporate reporting is provided to Council through the support of the legislated Audit Advisory Committee. The Finance Department is jointly resourced by an in-house internal auditor who is an external auditor with extensive local government experience. One of the key roles of the Audit Advisory Committee (see below) is to award a contract for this service.

AUDIT ADVISORY COMMITTEE

ROLE AND PURPOSE

The Audit Advisory Committee provides an independent assessment of Council's financial systems on behalf of Council. It assists Council to fulfil its responsibilities in the areas of corporate governance, stewardship, leadership and control. All Local Government Authorities are required to establish an Audit Advisory Committee under the *Local Government Act 1989*.

Council's Audit Advisory Committee charter states the Audit Advisory Committee is to facilitate:

- » The enhancement of the credibility and objectivity of internal and financial reporting.
- » Effective management of financial and other risks and the protection of Council assets.
- » Compliance with laws and regulation as well as the use of best practice guidelines.
- » The effectiveness of the internal audit function.
- » The provision of an effective means of communication between the external auditor, internal audit, management and Council.

INDEPENDENT COMMITTEE MEMBERS

Shane Bicknell (Chair from 11/9/15) is a Chartered Accountant and the Principal of Bicknell's Accountants.

Rex Carland is a Fellow of CPA Australia with over 30 years' accounting experience; he holds a Bachelor of Commerce from Deakin University and is a member of the Australasian Compliance Institute.

Geoff Johnson is a Certified Practising Accountant and is currently the Finance Manager at Haymes Paint; he is a volunteer Bail Justice and a Justice of the Peace.

Michael Porter (Chair 10/9/14-10/9/15) is a self-employed Project Manager and Consultant residing in Ballarat; he holds a Bachelor of Business Studies (Enterprise Development) and a Graduate Certificate in Change Management and is a Graduate of the Australian Institute of Company Directors (Diploma).

COUNCILLOR REPRESENTATIVES

Mayor (Cr Philips to 8/12/15,
Cr Hudson from 9/12/15),
Cr Coates, Cr Coltman

COUNCIL OFFICER REPRESENTATIVES

Chief Executive Officer, Chief Financial Officer, Senior Manager - Governance & Council Services

MEETINGS

The Audit Advisory Committee meets five times a year. Recommendations from each meeting are reported to, and considered by, Council.

Figure 4.4: Meetings Attendance

The table below shows the number of meetings attended by each Committee member in 2015-16.

Committee Member	Audit Advisory Committee meetings (out of 5)
Shane Bicknell	5
Rex Carland	5
Geoff Johnson	4
Michael Porter	4
Mayor Cr Philips	1
Mayor Cr Hudson	3
Cr Coates	5
Cr Coltman	4

REPORTS CONSIDERED

A full list of reports considered by the Audit Advisory Committee in 2015-16 can be found in **Appendix 3** on page 212.

BEST VALUE

The *Local Government Act 1989* requires Councils to comply with six Best Value Principles and to report to the community at least once a year on how they have achieved these.

The 6 Best Value Principles are based on:

1. QUALITY & COST STANDARDS
2. BEING RESPONSIVE TO COMMUNITY NEEDS
3. ACCESSIBILITY
4. CONTINUOUS IMPROVEMENT
5. COMMUNITY CONSULTATION
6. REPORTING TO THE COMMUNITY

Rather than treat Best Value as a separate compliance obligation, City of Ballarat has taken a holistic approach to Best Value in 2015-16, adopting a whole-of-organisation approach to embedding the six principles into all Council operations. These principles are also linked strongly to our strategic planning framework as found in the Governance section starting on page 49.

In 2015-16, Council undertook specific service reviews based on Best Value principles for Regulatory Services, Waste Services and reviewed the city's parking allocation within the CBD utilising service review methodology.

The City of Ballarat's response to the six Best Value Principles in 2015-16

1. QUALITY & COST STANDARDS

The City of Ballarat has a clear and transparent obligation to financial management within the Managing our Business Portfolio. It is reported quarterly through Council and in addition the Finance and Contract Committee provides practical demonstration of this. Our response to this principle is reported on and demonstrated in Section 7 Financial Performance starting on page 141.

The Managing our Business portfolio also contains Council's response and commitment to reporting processes, business improvement, implementing systems and processes to enhance organisational capability and ensure the efficient use of resources. A report on our performance against the Council Plan 2013-17 in this area can be found in Section 6.5 Our Performance – Managing our Business starting on page 131.

2. BEING RESPONSIVE TO COMMUNITY NEEDS

Our response to this principle is demonstrated through our commitment to ensuring community assets are maximised by adopting practical, precise and sustainable asset management practices that, combined with using feedback and input from the community via surveys and feedback such as 'Have your Say' on the myTownHall Ballarat website and the annual Community Satisfaction Survey, guide our infrastructure spending.

3. ACCESSIBILITY

Our response to this principle is demonstrated through our commitment to integrating health and wellbeing outcomes into our Council Plan, the Disability Advisory Committee, the Child Friendly Ballarat Committee, the Intercultural Advisory Committee and the Friends of Ainaro Committee (intercultural focus). Council also supports the Disability Action Plan.

4. CONTINUOUS IMPROVEMENT

Our response to this principle is demonstrated through our commitment to seek to continuously improve our practices in response to the changing needs of our community and to align with our mission as an integral part of our planning processes across all Business Units. We are committed to a robust program of service review throughout the organisation; we benchmark our Annual Report by seeking feedback from best practice examples; and we publish and use the results from the annual Community Satisfaction Survey to target specific business improvements. Evidence of what we did to achieve continuous improvement can be found throughout this Annual Report where comparative data over several years is provided to show trends in our performance.

5. COMMUNITY CONSULTATION

Our response to this principle is demonstrated through our commitment to actively encouraging our community to participate in decision-making on issues that affect them and actively inviting input into the annual Budget Review and Council Plan Review processes. A comprehensive report on how we actively engage with our community can be found in Section 2 Engaging our Community starting on page 25. In addition, Councillors are represented on a number of community committees and residents have the opportunity to be represented on these committees (see **Appendix 2**). Our consultation efforts increased again this year with a significant increase in online consultation and an expansion of our successful Engaging Communities Program with the introduction of the program into the communities of Sebastopol, Brown Hill and Cardigan Village in addition to the existing programs in the townships of Buninyong, Learmonth and Miners Rest (see page 30).

RISK MANAGEMENT FRAMEWORK & POLICY

In 2015-16, we continued to improve our systems and practices to make sure they are sustainable and secure in six key areas to achieve our strategic objective of demonstrating and delivering best practice governance. This is done by managing, monitoring and reporting compliance of Insurance Liability and Risk Framework per the Council Plan 2013-17.

1. A PERFORMANCE MEASUREMENT SYSTEM

Objective	To reduce Council's risk exposure to determine the effectiveness of the framework.
Action	<ul style="list-style-type: none"> » Introduced proactive tree inspections. » Improved maintenance schedules. » Implemented a standardised asset management system. » Increased early defect and hazard risk identification.
Outcome	A significant reduction in both under excess Public Liability claims and above excess claims was experienced. Under excess claims have been successfully denied due to improved risk management processes through early identification and treatment. This action has ensured increased public safety and reduced Council risk exposures.

2. A RISK MANAGEMENT CAPABILITY MATURITY MATRIX (RMCMM)

This is based on the Capability Maturity Model Integration (CMMI) Process.

Objective	To move from an ad hoc and initial stage of maturity to the objective of managed/ optimised level as per the RMCMM.
Action	<ul style="list-style-type: none"> » Incorporated the RMCMM into enterprise risk analysis. » Created risk actions following enterprise risk workshops.
Outcome	Detailed risk action plans for each risk owner have been created. There has only been minor progression of movement on the maturity scale.

3. COMMUNICATION & TRAINING

Objective	To increase the quantity and quality of risk communications.
Action	<ul style="list-style-type: none"> » Implemented a tailored customer-focused model of engagement with risk owners. » Conducted monthly risk management induction for new and existing employees.
Outcome	Employees are trained in the basic principles of risk management. Training covers the areas of policy and procedures, identifying and managing risk, and leveraging insurance.

4. ENTERPRISE, PROJECT & OPERATIONAL RISK REGISTERS

Objective	To develop three risk appetite statements – in the areas of Enterprise, Project and Operational – that clearly define risk tolerance, risk targets and risk limits to ensure risks are identified and managed at all levels of the organisation.
Action	<ul style="list-style-type: none"> » Developed risk appetite documents which have been embedded across the organisation. » Conducted a series of Enterprise Risk workshops where 14 identified risks were documented and assessed.
Outcome	<ul style="list-style-type: none"> » Risks are documented and analysed and further actions are identified for monitoring and reviewing. » Internal stakeholders are engaged to align Council's Risk Registers with the current Council Plan.

5. RESPONSIBILITIES OF INTERNAL & TO EXTERNAL STAKEHOLDERS

Objective	To build risk capability through stakeholder partnerships.
Action	<ul style="list-style-type: none"> » Developed customer-focused risk management shared responsibilities at Enterprise, Project and Operational levels. » Developed risk compliance reporting.
Outcome	Development of enterprise risk action plans for risk owners.

6. RISK MANAGEMENT CULTURE & BRANDING

Objective	To support and encourage a risk-aware culture by endorsing and promoting the City of Ballarat's Risk Management Framework.
Action	<ul style="list-style-type: none"> » Developed a whole-of-organisation approach to risk management responsibility. » Implemented single-source risk management software.
Outcome	Risk management software allows more opportunities to register risks at Enterprise, Project and Operational levels.



The announcement of Broadbent Grains as the first tenant at the Ballarat West Employment Zone – details on the development of this zone can be found on pages 57 and 125.

LOCAL GOVERNMENT PERFORMANCE REPORTING

REPORT OF OPERATIONS

The City of Ballarat is a large organisation in Ballarat that is responsible for the delivery of more than 100 services daily to residents of the municipality community, including family and children's services, traffic compliance, open space maintenance and delivery, youth services, waste management and community buildings, as well as internal matters including planning for appropriate development and ensuring accountability for Council's Budget. This broad range of community services and infrastructure design and delivery for residents support the wellbeing and prosperity of our community. A report on our performance in these areas against the Council Plan 2013-17 can be found in Section 6.5 Our Performance – Managing Our Business starting on page 131.

Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2013-17 and the associated Budget 2015-16 and reported on in this document. The delivery of services and facilities support Council's Strategic Objectives and are measured by a set of Service Performance indicators and measures. A report on these measures

can be found in Section 7 Our Financial Performance starting on page 141. This report also comprehensively details and outlines the responsibilities and obligations under present Victorian and Commonwealth legislation.

MAJOR CHANGES

As part of Council's review of its Long-Term Financial Strategy, there was a requirement to achieve operational efficiencies in order to deliver on Council's major projects as outlined in the revised Council Plan, and to prepare Council for rate capping which was introduced in the 2016-17 Budget. These operational efficiencies related to an organisational restructure, reducing management and realigning functions within the remaining structure.

As part of Council's constant review of service delivery, Council made the decision to directly manage the Ballarat Aquatic & Lifestyle Centre. This facility was unsuccessfully managed by an external third party. A review saw this Centre was underperforming from a financial and user satisfaction perspective. 2015-16 also saw the relocation of the Visitor Information Centre to the Town Hall. This now gives this service a larger purpose-built dedicated home, as it was previously located in leased premises.

ECONOMIC FACTORS

In response to the Fair Go Rates system, the City of Ballarat not only reviewed its operations but analysed the future impact of this initiative in light of the growth trends in Ballarat. This will prove to be difficult

moving forward. 2016 saw the staging of the Federal Election and the municipality was underrepresented on a state-wide basis in the allocation of Federal funding.

MAJOR ACHIEVEMENTS

The major achievements for the 2015-16 year include:

- » The completion of the Ballarat West Employment Zone Stage 1 and the successful offering of land to the market.
- » The completion of the Ballarat Strategy after 2 years of work on this visionary planning document.
- » The continued improvement of asset management and additional expenditure to infrastructure renewal.
- » The advancement of State Government key projects:

\$25 million: Ballarat Railway Station Precinct (Goods Shed)

\$32 million: Major Sports & Events Precinct in North Ballarat

\$5 million: Showgrounds relocation



The opening of the Inclusive Playspace in Victoria Park – details can be found below.

MAJOR CAPITAL WORKS

A total of \$48 million was invested this year on major projects across the city. These are some of the highlights.

As reported in the financial section of this document, Council delivered a significant Capital Program in 2015-16 designed to maintain the City's assets while providing the necessary infrastructure required for a growing city. Details can be found throughout the Performance section starting on page 82.

Wendouree Sports & Events Centre: \$14 million allocated

The design process for this project was undertaken in 2015-16 with delivery due by the end of 2017. Funding for this important project included \$9m from the State Government and \$5m from Council.

Ballaat West Employment Zone: \$5.1 million allocated

Investment in ongoing trunk and key infrastructure to service future development in the BWEZ.

Civic Hall Site: \$5.1 million allocated

Working with the community, Council finalised concepts and Master Plan – which includes the concept of a library for the future – for this important CBD site with implementation of the Master Plan due in 2016-17.

Meals on Wheels Volunteer Hub and Distribution Centre: \$250,000 allocated

This new centre located at City Oval was delivered in 2016.

Roads across the City: \$16.2 million

Investment in infrastructure upgrades and renewal projects was undertaken across the city to maintain these important assets.

Inclusive Play Space: \$1.25 million

Ballarat's First Inclusive Play Space at Victoria Park was completed – this project is a partnership project with the Touched by Olivia Foundation, State Government businesses & the community.

Playgrounds & Parks across the City: \$600,000

A significant program of upgrade works was completed to ensure ongoing community use.

Sebastopol Library: \$2 million allocated

The design process for this redevelopment project was undertaken in 2015-16 with delivery due in 2016-17, this project was supported through the Budget consultation process.

Fernery at Ballarat Botanical Gardens: \$1.4 million allocated

The design and consultation process for this redevelopment project continued in 2015-16 and is due for delivery in 2016-17, this project was supported through the Budget consultation process.

Maintaining the City's Buildings: \$2.6 million

Investment in these important assets was undertaken to ensure ongoing community use.

Green Waste Collection Service: \$1.6 million

A new kerbside green waste collection service was introduced for residents.

Lucus Community Hub: \$3.75 million

The design process for this project was undertaken in 2015-16 and is due for delivery in 2016-17.

Her Majesty's Theatre: \$1.148 million

This significant redevelopment featuring new seating and new specially designed carpet was completed.

Aquatic Facilities across the City: \$2.3 million

Investment in new outdoor water play facilities at The Eureka Aquatic Centre & Victory Park Sebastopol and upgrade works at the Eureka Aquatic Centre, Black Hill Pool & Midlands Outdoor Water Play Facility was undertaken.

Recreational Assets across the City: \$2.35 million

Investment in core infrastructure upgrades was undertaken across the city to maintain these important assets to ensure community use.

Alfredton Recreation Reserve: \$1.65 million

Major upgrade works were completed including an oval reconstruction and lighting upgrade in line with AFL state night match standards. The City of Ballarat worked in partnership with the Ballarat Football Netball Club and the Ballarat-Redan Cricket Club.

Smythesdale Landfill Facility: \$2 million

Investment in a new cell at the Smythesdale Landfill Facility was undertaken to expand the capacity of the facility.

CORPORATE GOVERNANCE

ORGANISATIONAL STRUCTURE



Our organisational structure is designed to support the delivery of the goals as set out in the Council Plan 2013-17.

EXECUTIVE MANAGEMENT REPORTING STRUCTURE



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

This area provides executive support, policy strategies for the whole organisation, delivery of major projects, coordination of all media and communication, customer service and digital solutions.

CITY SERVICES

This area 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 for the future sustainable development of the municipality, and coordinates all community amenities such as environmental health.

CITY STRATEGY

This area is responsible for managing Council's major projects and preparing economic development policies and programs that support Ballarat's economic growth and lay the foundation for Ballarat as a place of choice to live and invest. It coordinates the Strategic and Statutory Planning Units; manages 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; and supports the tourism industry and attracts events to make Ballarat a key Australian destination of choice.

PEOPLE & COMMUNITIES

This area provides a broad range of community services that support and enhance the quality of life and wellbeing for Ballarat residents – including 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

This area provides governance, legal, and civic management advice to Council and executive support to the Mayor and Councillors. It is also responsible for managing Council's records.

BUSINESS SERVICES

This area provides financial management to the organisation, ensuring it is fiscally responsible and meets all the statutory financial obligations required of a Local Government Authority. It also provides human resources management, staff development, information technology support, risk management and occupational health and safety services.

LEADERSHIP TEAM PROFILES



CHIEF EXECUTIVE OFFICER
JUSTINE LINLEY



GENERAL MANAGER
CITY SERVICES
TERRY DEMEO



GENERAL MANAGER
CITY STRATEGY
NATALIE REITER



GENERAL MANAGER
PEOPLE & COMMUNITIES
NEVILLE IVEY

CHIEF EXECUTIVE OFFICER **JUSTINE LINLEY**

Justine joined the organisation in May 2016.

Please refer to the Message from the CEO on page 17.

Phone: 03 5320 5527
Email: justinelinley@ballarat.vic.gov.au

GENERAL MANAGER CITY SERVICES

TERRY DEMEO

Phone: 03 5320 5622
Email: terrydemeo@ballarat.vic.gov.au

Focus

Terry has responsibility across the road maintenance, waste management, parks and gardens, and facility management areas. Further responsibilities include engineering design, project delivery, property services, Ballarat West growth facilitation and regulatory services including environmental health, building, local laws and parking. He is also responsible for the implementation of Council's strategic direction and ensuring that resources are allocated effectively to deliver appropriate results.

Highlights 2015-16

- » Delivery of Council's commitment for a green waste service across the city.
- » Delivery of the Capital Works program.
- » Adoption of the Rural Roads Strategy.
- » Delivery of community priority projects in the Black Hill Lookout and the Alfred Deakin Place public toilet.
- » Progressive development of the Ballarat West growth area.
- » High quality presentation of Ballarat's parks, gardens and sporting facilities.

Challenges/Disappointments

- » Slower than preferred progress on the delivery of the Ballarat West Link Road.
- » Significant number of dog attacks across the city.

- » Continued incidents of graffiti across the city.
- » Management of Council's extensive portfolio of buildings and facilities to the required standard.

Looking Ahead

- » CBD Parking Strategy implementation
- » Better coordination of road maintenance works
- » Delivery of the Ballarat Transport Strategy in partnership with VicRoads
- » Drainage and flood mitigation projects
- » Integrated waste management to deliver the best value ongoing for Ballarat

Qualifications/Experience Bachelor of Town and Regional Planning (Melb Uni); MBA (Deakin); 30 years' experience in planning and infrastructure delivery in regional Victoria.

GENERAL MANAGER CITY STRATEGY

NATALIE REITER

Until end May 2016

Natalie left the organisation at the end of May 2016 to take up the role of Director of Planning and Development at Moonee Valley City Council.

Focus

Natalie has particular expertise in strategy development to deliver transformational change, facilitation, and strategic and business planning. Natalie's skills lie in seeing the big picture, translating numbers into strategy and maintaining a focus on achieving the desired outcomes for the project.

Highlights 2015-16

- » Executing the Economic Plan for the City including securing tenants for the Ballarat West Employment Zone
- » Implementing the Urban Forest and Sustainable Transport initiatives, including trialing the City Circle Service
- » Hosting the Archibald Prize 2015 and maximising the benefits of the Season of the Arts Program
- » Presenting Ballarat's first Winterlude festival
- » Resolving a plan forward for the Civic Hall precinct

Challenges/Disappointments

The ongoing challenge of encouraging walking and living in the CBD remains and while inroads have been made, it remains the single biggest opportunity to increase vitality, increase safety through passive surveillance and increase health and well-being outcomes.

Looking Ahead

Natalie left the organisation at the end of May 2016.

Qualifications/Experience

MBA (Monash), BBus - Marketing (Monash), BA (Monash); previous roles include General Manager Commercial and Business Improvement at Spiire (formerly CPG), Discipline Lead – Planning and Environment at Spiire, Senior Consultant at Essential Economics.

**GENERAL MANAGER
PEOPLE & COMMUNITIES****NEVILLE IVEY**

Phone: 03 5320 5882
Email: nevilleivey@ballarat.vic.gov.au

Focus

To enhance Ballarat as a safe, well-serviced city that provides opportunities for its citizens at all stages of their lives.

Highlights 2015-16

- » The completion of the Inclusive Playspace
- » The funding commitment to the delivery of a renovated Sebastopol Library

Challenges/Disappointments

- » I'm disappointed we haven't yet been able to secure the \$10 million in Federal funding to bridge the gap for desired project funding of \$24 million for the redevelopment of the Wendouree Sports and Events Centre.

Looking Ahead

The continuation of programs such as Engaging Communities Program have shaped the relationship we now have with our community – we will continue to build on this and deliver best value programs and services to meet the growing needs of our community.

Qualifications/Experience

AssocDipBus (Ballarat); 25 years' senior experience in the government and private sectors.

**PAST CEO****ANTHONY SCHINCK**

Until end 2015

Anthony left the organisation to take up a new regional leadership role with Regional Development Victoria as Regional Director for the Central Highlands and Wimmera Regions.

He had worked at the City of Ballarat for 11 years and was CEO for eight years. On behalf of Council and the Ballarat community, the City of Ballarat would like to thank Anthony for his service and wish him well the future.

MANAGEMENT OF INFORMATION

FREEDOM OF INFORMATION (FOI)

Figure 4.5: Number of FOI Requests

Type	2015-16	2014-15	2013-14
Personal	4	0	2
Non-Personal	29	37	37
TOTAL	33	37	39

Figure 4.6: FOI Requests Responses

Decision	2015-16	2014-15	2013-14
Full access given	4	2	5
Part access given	15	22	21
Denied in full	3	7	5
Withdraw	3	0	1
Act does not apply	0	0	2
Not proceeded with	5	2	0
Not processed	0	0	0
No documents	2	2	3
Released out the Act	0	0	2
Not finalised	1	2	0
TOTAL	33	37	39

Figure 4.7: Where FOI Decisions Sent

Where sent	2015-16	2014-15	2013-14
FOI Commissioner	2	2	1
VCAT - for review	1	0	1
TOTAL	3	2	2

INFORMATION PRIVACY

We aim to comply with the *Privacy and Data Protection Act 2014* 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 are submitted in accordance with Council guidelines. **No queries were received from external customers requesting information held within Council during 2015-16.**

EXEMPTIONS AND SECTIONS USED IN DECISIONS ON ACCESS

s.14(1) Part not to apply to certain documents. A person is not entitled to obtain access if the document is open to public access and subject to a fee, or if it is available for public inspection in the Public Record Office. **This exemption was used in 3 requests.**

s.25(a) Deletion of exempt matter or irrelevant material. A document is an exempt document on the ground that to grant the request would disclose information that would reasonably be regarded as irrelevant to the request.

This exemption was used in 1 request.

s.25(b) Deletion of exempt matter or irrelevant material. It is practicable for the agency to grant access to a copy of the document with such deletions as to make the copy not an exempt document or a document that would not disclose such information. **This exemption was used in 1 request.**

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 0 requests.**

s.30(1) Internal working documents. A document is exempt if it would disclose matters 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 0 requests.**

s.31(1)(a) Law enforcement documents. A document is an exempt document if its disclosure under this Act would, or would be reasonably likely to, prejudice the investigation of a breach or possible breach of the law or prejudice the enforcement or proper administration of the law in a particular instance. **This exemption was used in 0 requests.**

s.32 Documents affecting legal proceedings. A document is an exempt document if the document is of a nature that it would be privileged from production in legal proceedings on the ground of legal professional privilege. **This exemption was used in 2 requests.**

s.32(1) Documents affecting legal proceedings. A document is an exempt document if it is of such a nature that it would be privileged from production in legal proceedings on the ground of legal professional privilege or client legal privilege. **This exemption was used in 0 requests.**

s.33(1) Documents 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 11 requests.**

s.33(1)(2)(2A)(3)(9) Documents 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). It is also exempt if the document would be reasonably likely to endanger the safety of any person and if the documents disclose a person's address or location. **This exemption was used in 5 requests.**

s.33(2A) Documents affecting personal privacy. A document is an exempt document if the disclosure of the information would be likely to endanger the life or physical safety of any person. **This exemption was used in 1 request.**

s.34(1)(a) & (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 3 requests.**

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 2 requests.**

s.38A Council documents. This section exempts various documents relating to closed Council meetings which were closed under section 89 of the *Local Government Act 1989* and/or would involve disclosure of any deliberation or decision documents. **This exemption was used in 1 request.**

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 0 request(s).**

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

(ACCESS TO COUNCIL INFORMATION)

Under Regulation 12 of the Local Government General Regulations 2015, Council is required to make available for public inspection documents containing the following prescribed matters:

- (a) a document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including—
 - (i) the name of the Councillor or member of Council staff; and
 - (ii) the dates on which the travel began and ended; and
 - (iii) the destination of the travel; and
 - (iv) the purpose of the travel; and
 - (v) the total cost to the Council of the travel, including accommodation costs;
- (b) the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (c) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (d) a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act;
- (e) a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;
- (f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section;
- (g) a list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

PROTECTED DISCLOSURES

With respect to section 70 of the Protected Disclosure Act 2012, the City of Ballarat has adopted the Independent Broad-Based Anti-Corruption Commission (IBAC) guidelines for handling protected disclosures. Protected disclosures were made during 2015-16 to the City of Ballarat.

LOCAL LAWS

Local Government is empowered under Part 5 of the *Local Government Act 1989* to make Local Laws.

City of Ballarat Local Laws at 30 June 2016

- » Saleyards Local Law No 12
- » Community Local Law No 15 & Community Local Law No 17 (amending Local Law No 15)
- » Local Law No 18: Meeting Procedure

Details of these Local Laws can be found in **Appendix 4** on page 213.

STATUTORY INFORMATION

Disability Action Plan

In accordance with section 38 of the Disability Act 2006, Council has prepared a Disability Action Plan and is required to report on the implementation of this plan in its annual report.

The following actions were delivered as a part of this plan:

- » Improvements to our services and facilities with the installation of change room equipment at Ballarat Aquatic & Lifestyle Centre, construction commencing on an Inclusive Play Space and obtaining funding to build a public 'Changing Places' toilet and change facility.
- » Continuation of DDA retrofit program to buildings and infrastructure.

- » Promotion of inclusion and participation in the community of persons with a disability by participating in promotional activities as part of International Day of People with a Disability, National Week of Deaf People and supporting 'disability' events through the community grants program.
- » Employment outcomes at Library services and Botanical Gardens of people with a disability through measures incorporated into the development of council's Human Resources Strategy.
- » Improvements to the availability of information on Council's website that includes screen reader software and improved colour contrasts and navigation.

Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan at four-yearly intervals and evaluate its implementation in the Annual Report. Council adopted the Domestic Animal Management Plan 2012-16 in 2012, with its annual revision of actions adopted in May 2015. The new plan was developed through consultation with Council's Animal Management Team, other Council departments and the public as reported elsewhere in this Annual Report.

Food Act Ministerial Directions

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Council during 2015-16.

SERVICE PERFORMANCE INDICATORS

To achieve better decision-making by Council, a number of statutory and better practice items have been implemented to strengthen its Governance and Management Framework. The table below shows Council's results against the Governance and Management Checklist prescribed by the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

CITY OF BALLARAT GOVERNANCE AND MANAGEMENT CHECKLIST 2016

Governance and Management Item	Assessment
Community Engagement Policy (A policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of Adoption: 13/04/2016
Community Engagement Guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Guidelines The community engagement guidelines are currently in a draft version and is planned to be made final in August/September 2016.
Strategic Resource Plan (A plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan Plan adopted in accordance with Section 126 of the Act Date of Adoption: 22/06/2016
Annual Budget (A plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget Budget adopted in accordance with section 130 of the Act Date of Adoption: 22/06/2016
Asset Management Plans (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	No Plans There are currently no plans in operation. Transport, Drainage, Buildings, Open Space and Recreation plans are all in draft to be presented to Council in October 2016
Rating Strategy (A strategy setting out the rating structure of Council to levy rates and charges)	Strategy Current Strategy in operation Date of Adoption: 22/06/2016
Risk Policy (A policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Current Policy in operation Date of Adoption: 30/07/2013
Fraud Policy (A policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Current Policy in operation Date of Adoption: 25/08/2014
Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Plan Prepared and maintained in accordance with Section 20 of the <i>Emergency Management Act 1986</i> Date of Adoption: 22/06/2016
Procurement Policy (A policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Policy Prepared and approved in accordance with Section 186A of the <i>Local Government Act 1989</i> Date of Adoption: 27/05/2015
Business Continuity Plan (A plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan Current Plan in operation Date of Adoption: 1/12/2013
Disaster Recovery Plan (A plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan ICT Disaster Recovery Plan 28/11/2014 Crisis Risk Management 12/11/2012 Date of Adoption: 1/12/2013
Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Current framework in operation Date of Adoption: 28/02/2011
Audit Committee (Advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with Section 139 of the Act Date of Adoption: 27/08/2008
Internal Audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Currently engaged until 9/06/2016
Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Current framework in operation Date of current framework 15/04/2016
Council Plan Reporting (A report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of current report 22/06/2016
Financial Reporting (A quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	July to Sept 2015 – Presented to Council on 25/11/15, Oct to Dec 2015 – Presented to Council on 24/02/15, Jan 16 to Mar 16 presented to Council 11/05/16, Annual Report presented to council 28/09/16
Risk Reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	The area is undergoing review and improvement of this area and look to put forward a completed report in the coming months.
Performance Reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	2014-2015 final performance report for state Government, July 15 -Sept 15 performance report, July 15-Dec 15 performance report, July 15 - Mar 16 performance report

Annual Report (Annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Report The 2015/16FY Annual report will be taken to council on the 28/09/16
Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Current Code of Conduct: 4/05/2016
Delegations (A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	C4 Special Committee Delegations 22/10/14, S6 Delegation - Councillors to Council Staff 27/05/2015 and S7 Delegation - CEO to Council Staff 18/09/2014
Meeting Procedures (a local law governing the conduct of meetings of Council and special committees)	Procedures Meeting procedures local law made in accordance with Section 91(1) of the Act Date of Adoption: 22/08/2012

I certify that this information presents fairly the status of Council's Governance and Management arrangements.

GOVERNANCE - SERVICE PERFORMANCE INDICATORS

Governance - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Transparency G1 Council decisions made at meetings closed to the public <i>(Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors) x100</i>	4.67%	12.85%	8.17%	The increase of council decisions made at meetings closed to the public is due to contract agreements with the implementation of the new Green Waste service, the resignation of the CEO, the appointment of the Interim CEO and the appointment of the New CEO which all occurred in the 2016FY.
Consultation and engagement G2 Satisfaction with community consultation and engagement <i>(Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)</i>	49.00%	53.80%	4.80%	In the 2016FY, The City of Ballarat satisfaction survey has changed from the CSS, however, the new survey still runs in line with the requirements from the LGPRF Practice Note 2.
Attendance G3 Councillor attendance at council meetings <i>(The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)) x100</i>	90.87%	94.02%	3.14%	
Service cost G4 Cost of governance * <i>(Direct cost of the governance service / Number of Councillors elected at the last Council general election)</i>	\$39,294.78	\$43,080.76	\$3,785.98	
Satisfaction G5 Satisfaction with council decisions <i>(Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)</i>	47.00%	51.00%	4.00%	In the 2016FY, The City of Ballarat satisfaction survey has changed from the CSS, however, the new survey still runs in line with the requirements from the LGPRF Practice Note 2.

* =2014/2015FY figure has been corrected

I certify that this information fairly presents the status of Council's governance and management arrangements.



 Justine Linley
 Chief Executive Officer
 Dated 5 October 2016



 Cr Des Hudson
 Mayor
 Dated 5 October 2016



The 50 metre outdoor pool at the Eureka Aquatic Centre – details on the redevelopment of this facility can be found on page 57.

LOCAL GOVERNMENT PERFORMANCE REPORTING

The tables below lists the results of the Service Performance Indicators as prescribed by the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* and form part of the *Report of Operations*.

AQUATIC FACILITIES - SERVICE PERFORMANCE INDICATORS				
Aquatic Facilities - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Satisfaction AF1 User satisfaction with aquatic facilities <i>(User satisfaction with how council has performed on provision of aquatic facilities)</i>	0.00%	96.48%	96.48%	Survey was completed over summer to members of the Ballarat Aquatic and Lifestyle Centre, which contributes to 91.79% of the total attendance figures. The question asked to determine satisfaction was "Would you refer a friend to the BALC?" which recorded 795 "Yes" out of 824 Responses. No Data was collected in the 2015FY
Service standard AF2 Health inspections of aquatic facilities <i>(Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities)</i>	8.75	8.43	-0.32	Some of The City of Ballarat aquatic facilities have more than one pool. Health inspections are conducted on each pool separately. For example, the Ballarat Aquatic Centre has four pools and one lot of spas which are all tested separately.
Service cost AF4 Cost of indoor aquatic facilities <i>(Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities)</i>	\$0.29	\$1.36	\$1.07	In September 2015, the management of the BALC transferred from the YMCA to the City of Ballarat. There is only limited information supplied to the City of Ballarat, in regards to attendance figures for the first three months of the financial year. This has led to a more accurate calculation of visitors to the aquatic centre. In addition, there were numerous one off costs associated with the transfer of management. However, overall we had a significant increase in visits to indoor aquatic facilities. The increase of participation can be put down to a more accurate reporting of data, improved promotions and an increase in satisfaction.
Service Cost AF5 Cost of outdoor aquatic facilities <i>(Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)</i>	\$10.99	\$13.81	\$2.82	There is no system in place to track the number of visitors to the splash parks. The decrease in attendance to outdoor facilities are due to more attendees deciding to go to the free splash parks or the aquatic centre instead of the outdoor pools.
Utilisation AF6 Utilisation of aquatic facilities <i>(Number of visits to aquatic facilities / Municipal population)</i>	6.25	6.65	0.40	In September 2015, the management of the BALC transferred from the YMCA to the City of Ballarat. There is only limited information supplied to the City of Ballarat, in regards to attendance figures for the first three months of the financial year. This has led to a more accurate calculation of visitors to the aquatic centre. There is no system in place to track the number of visitors to the splash parks. However, overall we had an increase in visits to aquatic facilities.

ANIMAL MANAGEMENT - SERVICE PERFORMANCE INDICATORS

Animal Management - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Timelines AM1 Time taken to action animal management requests <i>(Number of days between receipt and first response action for all animal management requests / Number of animal management requests)</i>	0.00	4.59	4.59	No Data was collected in the 2015 FY.
Service standard AM2 Animals reclaimed * <i>(Number of animals reclaimed / Number of animals collected) x100</i>	36.90%	35.07%	-1.83%	
Service cost AM3 Cost of animal management service * <i>(Direct cost of the animal management service / Number of registered animals)</i>	\$59.20	\$48.04	-\$11.16	A change in management lead to a review in the area which has made the animal management service more cost efficient in the 2016FY with a decrease in expenses whilst also maintaining the same revenue level.
Health and safety AM4 Animal management prosecutions <i>(Number of successful animal management prosecutions)</i>	9.00	8.00	-1.00	Council is still effective with animal management related prosecutions maintaining a 100% success rate in 2015FY and 88.89% success rate in 2016FY (8 out of 9 Cases)

* =2014/2015FY figure has been corrected

FOOD SAFETY - SERVICE PERFORMANCE INDICATORS

Food Safety - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Timeliness FS1 Time taken to action food complaints <i>(Number of days between receipt and first response action for all food complaints / Number of food complaints)</i>	0.00	5.62	5.62	No Data was collected in the 2015FY leading to systems being put in place to capture data accurately before the start of the 2016FY.
Service standard FS2 Food safety assessments <i>(Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</i>	106.08%	100.77%	-5.31%	The 2015FY figure is for the financial year and not for the calendar year as per the latest clarification of the indicator. The 2016FY figure is now reported as the 2016 calendar year.
Service cost FS3 Cost of food safety service * <i>(Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984)</i>	\$336.75	\$481.53	\$144.79	The allocation of costs has been reviewed and process adjusted to allow more accurate and consistent apportion of food safety related expenses for the 2016FY. The fluctuations are reflective of the transition, implementation and refinement of the costing allocations.
Health and safety FS4 Critical and major non-compliance outcome notifications <i>(Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises) x100</i>	81.41%	95.88%	14.47%	In the 2016FY The City of Ballarat have improved the response times to major or critical non-compliance food incidents which has allowed us to undertake more follow-ups on these non-compliance incidents. This is also reflective of a more consistent and improved data entry system that was implemented in the 2016FY.

HOME AND COMMUNITY CARE (HACC) - SERVICE PERFORMANCE INDICATORS 1

Home and Community Care (HACC) - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Timeliness HC1 Time taken to commence the HACC service <i>(Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service)</i>	0.00	0.00	0.00	As of the 1st June 2016, The City of Ballarat has transitioned from Sharakat Koo to Carelink, this has affected the reports we generate and the data input. As it is still in the transition phase we cannot report on this figure. The 2015FY was not available either.
Service standard HC2 Compliance with Community Care Common Standards <i>(Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards) x100</i>	100.00%	100.00%	0.00%	
Service cost HC3 Cost of domestic care service * <i>(Cost of the domestic care service / Hours of domestic care service provided)</i>	\$53.55	\$51.79	-\$1.76	
Service cost HC4 Cost of personal care service * <i>(Cost of the personal care service / Hours of personal care service provided)</i>	\$47.67	\$41.11	-\$6.56	
Service cost HC5 Cost of respite care service * <i>(Cost of the respite care service / Hours of respite care service provided)</i>	\$48.13	\$45.80	-\$2.33	
Participation HC6 Participation in HACC service <i>(Number of people that received a HACC service / Municipal target population for HACC services) x100</i>	20.44%	18.83%	-1.61%	The slight decrease is due to the increase in the target population from the DHHS data supplied. The City of Ballarat has experienced a steady participation however it has not grown to the same rate of the target population.
Participation HC7 Participation in HACC service by CALD people <i>(Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services) x100</i>	12.36%	11.45%	-0.91%	The slight decrease is due to the increase in the target population from the DHHS data supplied. The City of Ballarat has experienced a steady participation however it has not grown to the same rate of the target population.



A HACC client – details on this service can be found on page 111.

LIBRARIES - SERVICE PERFORMANCE INDICATORS

Libraries - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Utilisation LB1 Library collection usage <i>(Number of library collection item loans / Number of library collection items)</i>	5.43	5.29	-0.14	There was a decrease in the number of physical items borrowed in the 2016FY which is in line with state-wide trends. The decrease in physical items is offset by growing use of eBooks. In addition, Ballarat library has 18,566 non-circulating items in its local history collection which lowers the usage ratio overall. The SIRSI Dynix system that collects this data has upgraded its analytics from Director's Station to Blue Cloud Analytics in the 2016FY. These figures do not include e-books as the current systems cannot capture this data.
Resource standard LB2 Standard of library collection <i>(Number of library collection items purchased in the last 5 years / Number of library collection items) x100</i>	60.47%	64.80%	4.33%	Ballarat library has 18,566 items in its local history collection, whose significant size and age reduces the % purchased in the past 5 years. The SIRSI Dynix system that collects this data has upgraded its analytics from Director's Station to Blue Cloud Analytics in the 2016FY. These figures do not include e-books as the current systems cannot capture this data.
Service cost LB3 Cost of library service <i>(Direct cost of the library service / Number of visits)</i>	\$6.61	\$7.72	\$1.11	There was a decrease in the number of visits to the library in the 2016FY. This is can also be seen by the decreased participation of members and the decrease in items borrowed from the library in the 2016FY. The SIRSI Dynix system that collects this data has upgraded its analytics from Director's Station to Blue Cloud Analytics in the 2016FY.
Participation LB4 Active library members <i>(Number of active library members / Municipal population) x100</i>	17.52%	13.66%	-3.86%	The SIRSI Dynix system that collects this data has upgraded its analytics from Director's Station to Blue Cloud Analytics in the 2016FY. The upgrade in analytics has provided greater accuracy on the data in regards to active members. The older platform listed all members that have had any activity in the 2015 financial year. Whereas, in the 2016FY it allows us to narrow the list down to members who have borrowed a book in the 2016FY not all activities. We have then accessed the E-book providers and included them in the 2016FY as they were not included in the 2015FY figure.

* =2014/2015FY figure has been corrected



The Sebastopol Library – details on the plans for the major redevelopment of this facility can be found on page 31.

MATERNAL & CHILD HEALTH (MCH) - SERVICE PERFORMANCE INDICATORS

Maternal & Child Health (MCH) - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Satisfaction MC1 Participation in first MCH home visit <i>(Number of first MCH home visits / Number of birth notifications received) x100</i>	104.30%	102.66%	-1.63%	First MCH home visits have been reported at over 100% due to timing difference between births and the home visits not occurring in the same period. It should also be noted that there is a trend where births occur outside the council and then reside within the council after birth.
Service standard MC2 Infant enrolments in the MCH service <i>(Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received) x100</i>	100.00%	100.00%	0.00%	
Service cost MC3 Cost of the MCH service * <i>(Cost of the MCH service / Hours worked by MCH nurses)</i>	\$79.30	\$78.75	-\$0.55	
Participation MC4 Participation in the MCH service <i>(Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x100</i>	77.73%	77.41%	-0.32%	
Participation MC5 Participation in the MCH service by Aboriginal children <i>(Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service) x100</i>	50.50%	60.96%	10.46%	There has been an increase in the participation of Aboriginal children in the MCH service. The Local aboriginal co-operative runs an similar MCH service. They can access both services or choose either one of these services. We still by law receive every birth notification however, we have a lower intake of the MCH program due to some people choosing the local aboriginal cooperative MCH program.

ROADS - SERVICE PERFORMANCE INDICATORS

Roads - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Satisfaction of use R1 Sealed local road requests * <i>(Number of sealed local road requests / Kilometres of sealed local roads) x100</i>	32.54	39.19	6.65	
Condition R2 Sealed local roads below the intervention level <i>(Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x100</i>	99.66%	99.66%	0.01%	Please note that "below the intervention level" means that the road is not required to be renewed
Service cost R3 Cost of sealed local road reconstruction * <i>(Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)</i>	\$130.99	\$124.79	-\$6.20	
Service Cost R4 Cost of sealed local road resealing <i>(Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)</i>	\$4.51	\$4.95	\$0.45	
Satisfaction R5 Satisfaction with sealed local roads <i>(Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)</i>	56.00%	58.90%	2.90%	In the 2016FY, The City of Ballarat satisfaction survey has changed from the CSS, however, the new survey still runs in line with the requirements from the LGPRF Practice Note 2.

* =2014/2015FY figure has been corrected

STATUTORY PLANNING - SERVICE PERFORMANCE INDICATORS

Statutory Planning - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Timelines SP1 Time taken to decide planning applications * <i>(The median number of days between receipt of a planning application and a decision on the application)</i>	58.00	59.00	1.00	
Service standard SP2 Planning applications decided within 60 days * <i>(Number of planning application decisions made within 60 days / Number of planning application decisions made) x100</i>	77.00%	72.00%	-5.00%	
Service cost SP3 Cost of statutory planning service * <i>(Direct cost of the statutory planning service / Number of planning applications received)</i>	\$1,262.41	\$1,714.10	\$451.69	This is due to an increase in wages in the 2016FY and paying of long service and annual leave for planners that have left in the 2016FY.
Decision making SP4 Council planning decisions upheld at VCAT <i>(Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications) x100</i>	44.44%	57.14%	12.70%	The City of Ballarat planning decisions have had fewer cases to take to VCAT which is due to a number of officer recommendations being overturned at Council meetings and consent orders being reached prior to matters being heard at VCAT.

WASTE COLLECTION - SERVICE PERFORMANCE INDICATORS

Statutory Planning - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Satisfaction WC1 Kerbside bin collection requests <i>(Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households) x1000</i>	160.12	164.05	3.93	
Service standard WC2 Kerbside collection bins missed <i>(Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts) x10,000</i>	7.41	7.46	0.05	Scheduled collections is calculated based on the number of waste charges and the number of collections due. Data is calculated on 52 garbage collections and 26 recycle collections (fortnightly collection).
Service cost WC3 Cost of kerbside garbage bin collection service* <i>(Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)</i>	\$97.87	\$103.70	\$5.84	The number of kerbside collection bins are based on number of tenements as The City of Ballarat don't have an accurate bin register. The increase is due to the increase in gate fees, wages, on costs and contractors for the 2016FY. This calculations uses the actual costs plus the nominal gate fee per ton (exc GST) multiplied by the amount of normal garbage collected as The City of Ballarat do not track disposal costs because it goes directly to the landfill that is owned by the City
Service cost WC4 Cost of kerbside recyclables collection service* <i>(Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)</i>	\$33.82	\$39.77	\$5.95	The number of kerbside collection bins are based on number of tenements as The City of Ballarat don't have an accurate bin register. The increase is due to the increase in wages, on costs and contractors for the 2016FY.
Waste diversion WC5 Kerbside collection waste diverted from landfill <i>(Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x100</i>	35.10%	32.43%	-2.67%	The decrease in percentage is due to last years figures including third party green waste figures which should not have been included. The City of Ballarat do not have any control or receive or pay any money for this service, so the figures do not need to be included. The 2015FY figure should be 31.68% (10137.95/21865.74). In the 2017FY The City of Ballarat have started their own in house Green Waste service and will be included in next years performance statement.

* =2014/2015FY figure has been corrected

ECONOMIC DEVELOPMENT - SERVICE PERFORMANCE INDICATORS

Economic Development - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Participation ED1 Participation in business development activities <i>(Number of businesses with an ABN in the municipality that participate in a business development activity / Number of businesses with an ABN in the municipality) x100</i>	0.00%	0.00%	0.00%	Our systems are unable to collect this data for both the 2015 and 2016 Financial years.
Service standard ED2 Delivery of planned business development activities <i>(Number of business development activities delivered / Number of planned business development activities) x100</i>	0.00%	0.00%	0.00%	Our systems are unable to collect this data for both the 2015 and 2016 Financial years.
Service cost ED3 Cost of economic development service <i>(Direct cost of delivering the economic development service / Number of businesses with an ABN in the municipality)</i>	0.00%	0.00%	0.00%	Our systems are unable to collect this data for both the 2015 and 2016 Financial years.
Economic activity ED4 Percent change in number of businesses <i>(Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year) x100</i>	0.00%	0.00%	0.00%	Our systems are unable to collect this data for both the 2015 and 2016 Financial years.

IMMUNISATION - SERVICE PERFORMANCE INDICATORS

Immunisation - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Satisfaction I1 User satisfaction with immunisation service <i>(User satisfaction with how council has performed on provision of children immunisation service)</i>	0.00%	94.44%	94.44%	Data was not completed in 2015 FY Performance Statement as it was an optional measure.
Service standard I2 Vaccination of children by council <i>(Percentage of children fully vaccinated by council)</i>	51.68%	51.00%	-0.68%	2015 Calendar year reporting as per Local Government Framework
Service standard I3 Return of consent cards by secondary school children <i>(Number of secondary school consent cards returned / Total number of secondary school children) x100</i>	0.00%	85.58%	85.58%	2015 Calendar year reporting as per Local Government Framework. Data was not completed in 2015 FY Performance Statement as it was an optional measure.
Service cost I4 Cost of immunisation service <i>(Direct cost of immunisation service / Total number of vaccinations)</i>	\$0.00	\$19.80	\$19.80	Data was not completed in 2015 FY Performance Statement as it was an optional measure.
Participation I5 Vaccination of children <i>(Percentage of children who are fully vaccinated in each age group)</i>	0.00%	94.02%	94.02%	2015 Calendar year reporting as per Local Government Framework. Data was not completed in 2015 FY Performance Statement as it was an optional measure.
Participation I6 Vaccination of secondary school children <i>(Number of secondary school children fully vaccinated by council / Total number of secondary school children) x100</i>	0.00%	75.16%	75.16%	2015 Calendar year reporting as per Local Government Framework. Data was not completed in 2015 FY Performance Statement as it was an optional measure.

SPORTS GROUNDS - SERVICE PERFORMANCE INDICATORS

Sports Grounds - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Utilisation SG1 Structured activities on sports fields <i>(Number of structured activities / Total number of sports fields)</i>	0.00	58.10	58.10	Data was not completed in 2015 FY Performance Statement as it was an optional measure.
Condition SG2 Condition of sports fields <i>(Number of days sports fields are unavailable for structured activities due to condition excluding maintenance and reconstruction/redevelopment / Total number of sports fields)</i>	0.00	0.00	0.00	There have been no days where grounds have been closed due to condition for 2016 FY. Some grounds have been closed for matches however, they are still available to be used for training which is classified as a structured activity. Data was not completed in 2015 FY performance Statement as it was an optional measure.
Service cost SG3 Cost of sports grounds <i>(Direct cost of sports grounds / Total number of sports fields)</i>	\$0.00	\$22,435.56	\$22,435.56	Data was not completed in 2015 FY Performance Statement as it was an optional measure.
Availability SG4 Population per sports field * <i>(Municipal population / Total number of sports fields)</i>	1078.31	1092.24	13.92	

STREET SWEEPING - SERVICE PERFORMANCE INDICATORS

Street Sweeping - Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Satisfaction SS1 Street sweeping requests* <i>(Number of street sweeping requests / Total number of sealed local road households subject to a street sweeping service)</i>	0.00	0.00	0.00	The City of Ballarat data systems are unable to collect the amount of houses subject to a street sweeping service on sealed roads.
Service standard SS2 Frequency of sealed local road sweeping <i>(Number of kilometres of sealed local roads swept / Total kilometres of local sealed local roads required to be swept)</i>	36.41	19.94	-16.47	The 2015FY data are the total kilometres that had been driven in the street sweeper not when the sweeper was actually activated. The City of Ballarat can only use the total km's of sealed roads as The City of Ballarat cannot generate the data of what the total km's is required to be swept.
Service cost SS3 Cost of street sweeping service <i>(Direct cost of street sweeping service / Total kilometres of sealed local roads required to be swept)</i>	\$784.63	\$938.09	\$153.46	The City of Ballarat can only use the total km's of sealed roads as The City of Ballarat cannot generate the data of what the total km's is required to be swept. The increase in cost is due to the correction of the on costs allocation percentage for street sweeper drivers.
Environmental and flooding risk SS4 Routine cleaning of sealed local road pits* <i>(Number of sealed local road pits requiring cleaning following routine inspection / Total number of sealed local road pits inspected) x100</i>	0.00%	0.00%	0.00%	The City of Ballarat data systems are unable to collect the data required for this indicator.

* =2014/2015FY figure has been corrected



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.



5.

OUR PEOPLE

Our vision is for a workplace in which every staff member reaches their potential in a culture where delivering the best outcomes for our community is highly valued.

Our mission is to provide:

- » Strategic Human Resources expertise in the development of the organisation's strategies and plans
- » Direction and advice to help managers build and maintain a high-performing workforce
- » Services to ensure the wellbeing of all employees

Our values are based around the organisation's values of:



We will demonstrate Leadership by:

Everyone at the City of Ballarat can show leadership by contributing to delivering the best outcomes for our community, our organisation and our teams. We value positive leadership; understanding that what we do counts and each of us taking responsibility for the work we do.

We will demonstrate a focus on Outcomes by:

We show persistence with discipline to deliver what we promise to our community and each other. We will work hard to find solutions for our community and our organisation that make a positive and lasting difference.

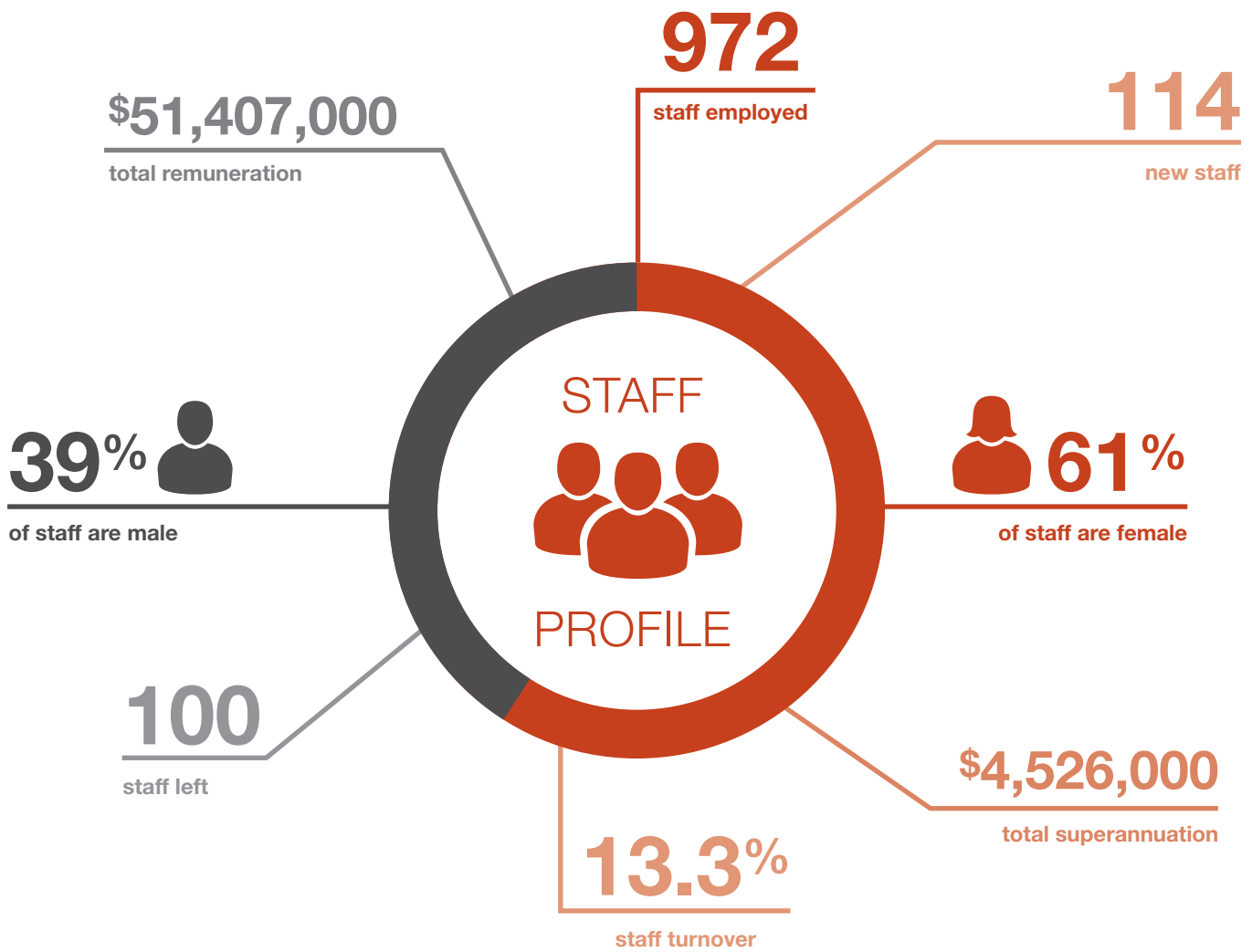
We will demonstrate Loyalty by:

At the City of Ballarat, we are each committed to our purpose and enjoy belonging to an organisation where we support each other and act with integrity and trust.

We will demonstrate Excellence by:

As the needs of our community change, we will continually improve our performance. We encourage people to be clever, creative and collaborative to deliver outstanding outcomes for Ballarat.

STAFF PROFILE



SERVICE RECOGNITION

During 2015, a review of the way we recognise our people with significant service milestones was conducted. As a result, it was decided to hold an annual event around July of each year. This reception will be held after work, giving family and work colleagues the opportunity to attend. As a result, only one reception was held during 2015-2016, recognising staff with significant service milestones from July 2015 to December 2015.

Service Recognition Award Recipients 2015-16

A full list of recipients can be found in **Appendix 5** on page 214.



Service Recognition - 10 years



Service Recognition - 15 years



Service Recognition - 20, 25 and 30 years

STAFF PROFILE

Figure 5.1:

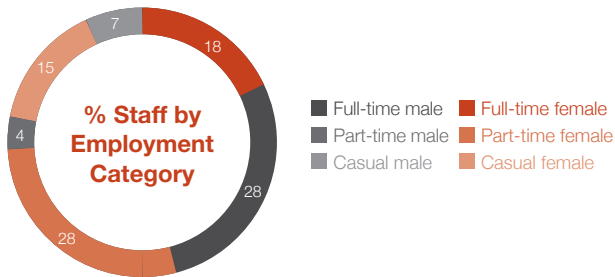


Figure 5.2:

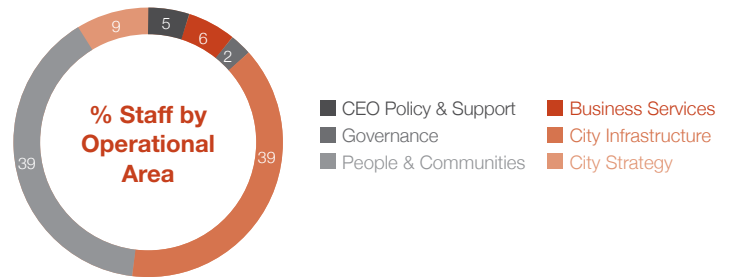


Figure 5.3: Number of Staff by Operational Areas shown

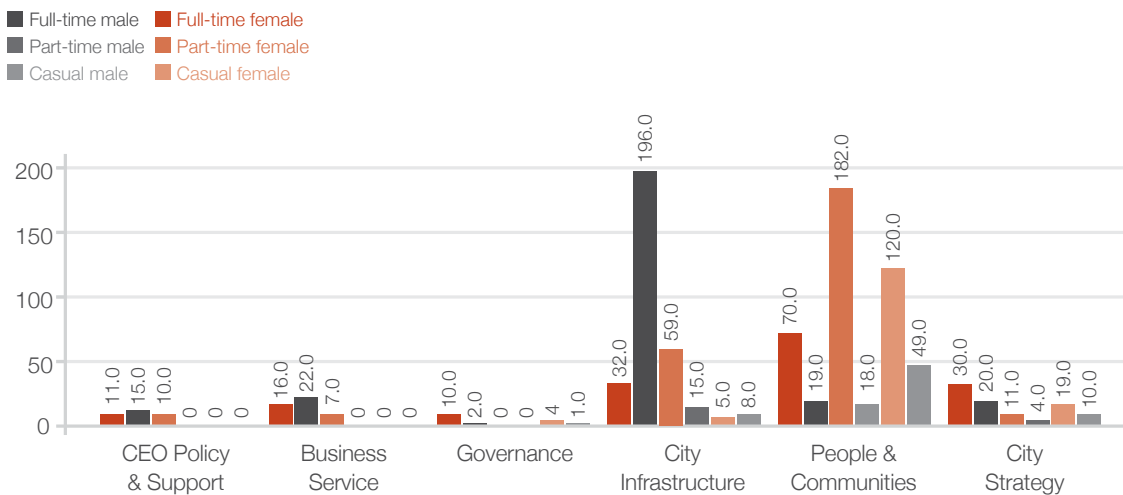


Figure 5.4: Staff with 10+ Years Service

These tables shows that well over a quarter of our staff has 10+ years of service, reflecting their long-term commitment and dedication the community and the stability of our workforce overall.

■ Total employees
■ 10+ years service

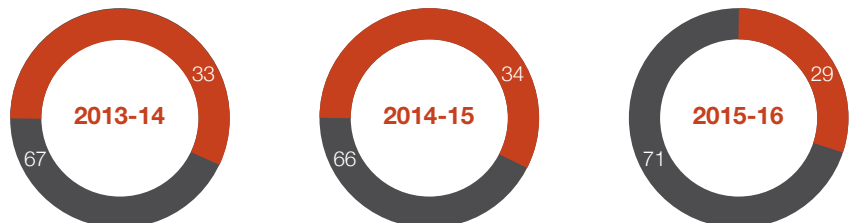




Figure 5.5: Number of Staff per Gender and Operational Area

The table & graph below show that staff are mostly employed in the service delivery areas of Council operations.

Division	F	F	M	M	F	M	F	M	F	M	Staff	Staff
	Tot	EFT	Tot	EFT	F/T	F/T	P/T	P/T	Cas	Cas	Tot	EFT
CEO Policy & Support	19.0	18.6	16.0	13.3	10.8	15.3	6.6	0.0	0.0	0.0	35	31.9
Business Services	26.0	22.8	25.0	25.3	17.5	25.3	5.3	0.0	0.0	0.0	51	48.1
Governance	18.0	11.9	3.0	4.2	10	2			4	1	21	16.1
City Infrastructure	96.0	51.9	222.0	215.9	38.2	202.7	12.7	10.8	1.0	2.4	318	267.8
People & Communities	371.0	221.6	84.0	42.7	70.8	19.9	122.7	11.6	28.1	11.2	455	264.3
City Strategy	56.0	38.6	37.0	27.1	28.7	20.8	6.7	1.5	3.2	4.8	93	65.7
Totals	586.0	365.4	387.0	328.5	176.0	286.0	154.0	23.9	35.4	18.6	973	693.9

M = Male **F** = Female **F/T** = Full-Time **P/T** = Part-Time **Cas** = Casual **EFT** = Equivalent Full Time **Tot** = Total

Figure 5.6: Staff Turnover, Remuneration & Superannuation

The table right shows the overall number of staff employed at the City of Ballarat increased in 2015-16, consistent with a city that is experiencing strong growth. The level of turnover increased, consistent with an increasing number of long-serving staff members retiring.

	2013-14	2014-15	2015-16
Staff who Left	49	58*	100
New Staff	40	56*	114
Casual Staff	87	91	216
Staff Remuneration	\$41,447,687	\$44,239,446	\$51,407,000
Staff Superannuation	\$3,722,641	\$4,066,193	\$4,526,000
Staff Turnover	6.1%	8%*	13.3%
Part-Time Staff	308	311	306
Full-Time Staff	409	418	442
Total Staff	801	820	972

* Part-time and full-time only.

STAFF IMPROVEMENT PROGRAM

Our focus is on responding to the needs of our staff and continuously improving our practices to align with our mission. Our work is aligned to six strategic themes.

1. BUSINESS PARTNERS

Adding value by working with our Managers to empower them and enhance their skills to manage human resource processes.

2. WORKFORCE PLANNING

Creating a model that will enable our Human Resources unit to provide even more strategic advice to our Managers and Supervisors on key issues including employee movement, leave management, workforce profiles and employee satisfaction levels.

3. EMPLOYER OF CHOICE

Increasing our status as an Employer of Choice so we become an organisation that people want to work for now and in the future.

Employee Benefits

13 weeks' parental/adoption leave and 2 weeks' concurrent leave; volunteer leave; study leave; extensive training; employee assistance program sessions; weekly fitness schedule; nutritional sessions; weekly physiotherapy sessions; discounted gym memberships; and health checks.

Diversity

We are committed to proactively increasing diversity in our workplace by continuously reviewing our Recruitment Strategy and modifying our processes to facilitate increased participation and support of minority groups in our workplace. Our commitment is demonstrated in the work we have done developing our new Recruitment and Selection Policy which is due to be implemented in October 2016.

Guaranteed Interview

Our pledge to people identified as part of a minority group is a guarantee to interview one person who closely meets the key selection criteria of any advertised position. Their minority will not be an obstacle to successful employment should they be the preferred applicant. . Our commitment is demonstrated in the work we have done developing our new Recruitment and Selection Policy which is due to be implemented in October 2016.

Retirement Ready

225 (30%) of our permanent staff members are aged 55 and older in 2015-16, up from 143 (19%) in 2014-15 and 135 (19%) in 2013-14.

The number and percentage of permanent staff members aged 55 and older increased significantly when compared with the previous two years. Our forward planning two years ago has helped us be proactive in managing this issue through our Retirement Ready Program which takes a proactive approach to helping our people to start planning for retirement and how we might manage the transition of the workforce changes. The program consists of retirement planning workshops and individual meetings with retirement professionals, Centrelink, Financial Advisors and Superannuation providers, as well as looking at flexible workforce planning. The ideal way to do so, job permitting, is to create job sharing and part-time arrangements. This is reflected in us having 306 part-time employees in 2015-16.

4. EMPLOYEE RECRUITMENT STRATEGY

Thinking differently – to attract the best candidates, we need to target them by diversifying our workforce, creating flexible working arrangements and implementing our Retirement Ready Program.

5. EMPLOYEE PERFORMANCE MANAGEMENT

Continuing to talk to Managers and request feedback to ensure our updated Performance Appraisal system creates real value for our people.

6. PAYROLL

Continuing to develop our new payroll system, Aurion, to ensure it enables the organisation to operate as efficiently and responsively as possible.

KEY ACHIEVEMENTS

A three-year Human Resources Strategic Plan 2015-18 has been in effect now for the past 12 months. This provides us with an overview of how we will impact the organisation up to 2018 and the activities required to achieve our objectives.

- » Our reviewed Rewarding Excellence Program, Passion for Excellence, was implemented in November 2015, incorporating our corporate values of Leadership, Outcomes, Loyalty and Excellence.
- » A revised Recruitment and Selection Policy was completed and is awaiting final approval.
- » The enhanced Employee Performance Management System, MyPerformance @Ballarat (MP@B), was in its third year of operation and is operating smoothly.
- » A review of the service delivery of Human Resources to the organisation was conducted and a new operational model has been adopted, including the change in direction of Human Resource advice from operational to strategic.

Policy Development & Review

The following policies were developed or reviewed:

- » Discipline & Termination
- » Grievance Resolution
- » Managing Underperformance
- » Confidentiality
- » Qualifying Period
- » Recruitment & Selection
- » Security Checks
- » Training & Development
- » Workplace Surveillance
- » Performance & Remuneration Management
- » Code Red Day
- » Alcohol and Drugs
- » Service Recognition
- » Induction
- » Leave
- » Flexible Working Family Friendly
- » Employee Code of Conduct
- » Affirmative Action & Equal Opportunity
- » Anti-Discrimination & Anti-Harassment

Training, Learning & Development

- » Our investment in learning and development opportunities increased 0.9% (compared with last year) to \$653,846. This equates to \$797 per employee.
- » Internal development opportunities were offered as follows: Introduction to Local Government, Project Management, Public Speaking and Writing Skills.

Enterprise Agreement

The current Enterprise Agreement expires on 30 September 2016.

- » Work on the new Enterprise Agreement is due to start early in 2016-17.

Workplace Participation Incentives

A number of incentives have continued as part of our program to increase the participation in employment of diverse groups within our community who have been identified as high risk and are struggling to find pathways into the workplace.

- » Work for the Dole: Council participated in a Work for the Dole project in partnership with Job Services Australia to assist with work at the Ballarat Botanical Gardens and the Art Gallery of Ballarat.
- » Internships: over the past 12 months, we have hosted students from various Victorian universities to work within the Strategic Planning, Engineering, Maternal and Child Health and Environmental Services Departments.
- » Traineeships and apprenticeships: ongoing commitment across the city of Ballarat.

Volunteer Leave

Our staff are encouraged to start volunteering so they can contribute to strengthening the community in which we live and work. Volunteer leave is available for up to eight hours per year (pro-rata for part-time employees).

- » Staff members have participated in activities assisting a variety of groups including Eureka Mums, Vision Australia, Red Cross, Uniting Care and Camp Quality.

A report on our performance in these areas against the Council Plan 2013-17 can be found in Section 6.5 Our Performance – Managing Our Business, starting on page 131.

OCCUPATIONAL HEALTH, WELLBEING & SAFETY

The safety, health, productivity and wellbeing of our workers are our key priorities. We are working to create a workplace where everyone contributes to healthy, safe and productive working lives and an organisational culture where safe work practices are employed across the organisation. Safety is a priority for all workers, and work-related injury and illness rates are low. This culture is supported by systems and processes so that all workers at every level will make good health and safety practices a priority.

To achieve positive cultural and systemic results, we implemented three-year goals in four key areas (July 2013 to June 2016):

1. BUILDING EFFECTIVE LEADERSHIP

We aim to build effective leadership by leaders at all levels actively demonstrating safety in their words and actions. Our safety performance is achieved through a consultative approach rather than a 'top down' management approach. It is achieved through a collaborative model of working with Health and Safety Representatives and management to achieve effective focus and effort toward achievement of strategic and operational goals. Our strategic approach is driven by the Corporate Health & Safety Committee, led by the CEO and Leadership team and Health and Safety Representatives from four operational Area Safety Committees. This committee measures achievement against our strategic objective and addresses organisation-wide issues and industry trends.

2. HEALTH & WELLBEING IN THE WORKPLACE

The *myWellbeing* Program is a coordinated wellbeing approach for all workers with a focus on three key areas: 'Prevent, Maintain & Enhance'. The emphasis is to help our staff achieve their personal wellbeing goals and maximise their full health and wellbeing potential. It includes Health & Fitness Programs ('spin', 'fitcamp', 'stretch & flex', aqua, yoga, on-site physiotherapy, subsidised gym membership, flu vaccinations) and Education & Support (nutrition, mental health training for supervisors, health checks).

3. A BEST PRACTICE SAFETY SYSTEM

We continue to develop a safety culture with systems and processes that are easy to use, reflect best practice and continuously improve performance. Council's *mySafety* team has commenced redevelopment of a new and simplified safety system that will meet and address opportunities identified in the audit of 2015. The initial outputs have delivered key system enhancements that have commenced being deployed into the business.

4. GETTING BACK TO WORK

We have a proactive injury management strategy that includes an early intervention approach to all work-related and non-work-related injuries and illnesses. The goal of the program is a focus on prompt access to treatment and support toward achievement of a sustainable return to work.

KEY ACHIEVEMENTS

- » A new online contractor induction and management system, Linksafe, was introduced.
- » A new simplified model of safety systems was developed to increase safety performance.
- » As part of our organisation-wide Health & Wellbeing Program, *myWellbeing*, a variety of activities were supported including the Red25 Blood Donation challenge, the Oxfam Trailwalker 100km challenge, the Ballarat Cycle Classic and Run Ballarat.
- » A pilot study was undertaken in partnership with Federation University to design and implement an evidence-based wellbeing program to determine the most effective package.
- » A task analysis project was initiated to identify the physical demands of high-risk roles within the organisation.
- » The response time to assist injured workers to access medical intervention increased significantly.
- » A new consultative model of support for management and staff was implemented and has delivered improved safety performance.
- » The number of claims for compensation continued to decrease, resulting in an associated significant decrease in lost time. In 2015-16 30% fewer claims for workers compensation were received compared with the previous year.

Figure 5.7: WorkCover Insurance Premiums

The graph below shows that our WorkCover insurance premium liability for 2015-16 decreased by \$78,704 from the adjusted 2014-15 premiums. This is a direct result of early intervention and enhanced management through wellbeing activities.

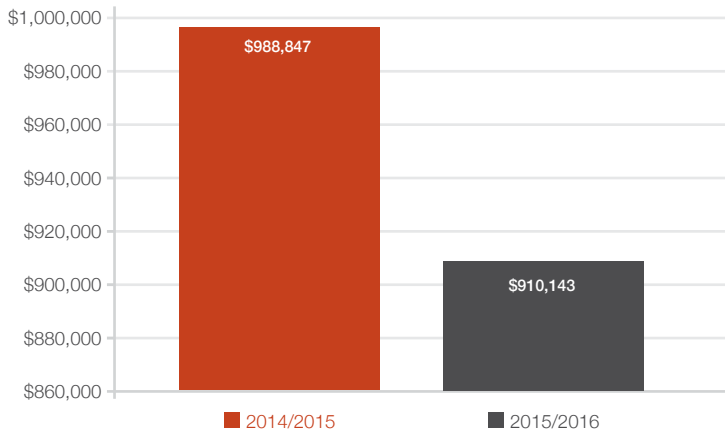


Figure 5.8: Injuries by Primary Cause

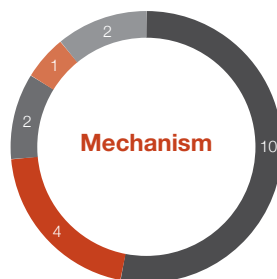
The graph below reveals that 42% of injuries were equipment-based and 37% were environment-based causes.



- Environment: Substances
- Environment: Natural Features
- Equipment: Vehicles
- Equipment: Hand Held Tools
- Equipment: Powered Tools
- Human: Animal and Biological

Figure 5.9: The Mechanism of Injuries

The graph below shows that more than half (53%) of all injuries related to muscular stress, with 21% related to slips, trips and falls.



- Muscular Stress
- Slips, Trips and Falls
- Other Unspecified
- Being Hit by Moving Object
- Exposure to Hazard

Figure 5.10: Location of Injuries

The graph below shows that most (26%) injuries were to the lower limbs, with 16% each to upper limbs and trunk.



- Trunk
- Upper Limbs
- Lower Limbs
- Multiple Locations
- Head

EDUCATION & TRAINING

To help all workers understand the importance of safety and their role in creating a healthy and safe work environment, a variety of training opportunities were provided for staff at all levels.

The following key training programs were delivered in 2015-16:

- » Safety Leadership Training for Managers
- » Online safety reporting (Elumina)
- » Emergency wardens training
- » First Aid and CPR Training
- » ChemAlert Training
- » Automated External Defibrillator training

- » Health and safety representative training
- » Static plant and specialist risk assessment
- » Health and Safety Representative professional development



6.1

PERFORMANCE

SUSTAINABILITY

We are committed to maintaining and managing the City's resources in a way that achieves sustainable outcomes in the following areas: social, health and wellbeing, financial and environmental.

The Council Plan 2013-17 outlines a significant number of sustainability objectives, strategies and actions that are integrated throughout the Council Plan. The following pages outline our commitment to sustainability across the organisation. Detailed reporting can be found in the Performance section of this document.



SUSTAINABILITY

HIGHLIGHTS

- » Putting in place the new green waste kerbside collection service for the city which included significant capital works at the Ballarat Transfer Station.
- » Investing in the city's landfill with the construction of a new cell to meet future needs.
- » Replacing street lighting with low energy use light fittings as part of a long-term transition project.
- » Investing in sustainability initiatives at the Ballarat Aquatic & Lifestyle Centre and the Ballarat Library.
- » Delivering biodiversity programs such as Greening Ballarat.
- » Enhancing Ballarat's urban forest by identifying 11 key issues to be addressed and nine greening priorities – notably significant tree planting and integrating stormwater management with urban greening.
- » Working with local communities on fire recovery efforts following the devastating fires at Mount Bolton and Scotsburn in the summer of 2015-16.
- » Investing in gross pollutant management with the installation of a trap at the Bala Street stormwater outfall to the Yarrowee River in Sebastopol.

CHALLENGES/ DISAPPOINTMENTS

In 2015-16, we faced the following challenges and disappointments:

- » Despite progress with the planning, we did not progress the development of the waste-to-energy facility at the Ballarat West Employment Zone.
- » Despite a focus on reducing the use of potable water, reductions were not achieved.

LOOKING AHEAD

In 2016-17, we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Continue to roll-out actions from the Clean Ballarat Strategy.
- » Continue to lobby and seek funding opportunities for the replacement of the city's street lighting to energy efficient LED lighting.
- » Progress work on a sustainable approach to the management of the city's assets.

The City of Ballarat's new green waste kerbside collection service – details can be found above.



Works on the Ballarat West Link Road – details on this project can be found on page 98.

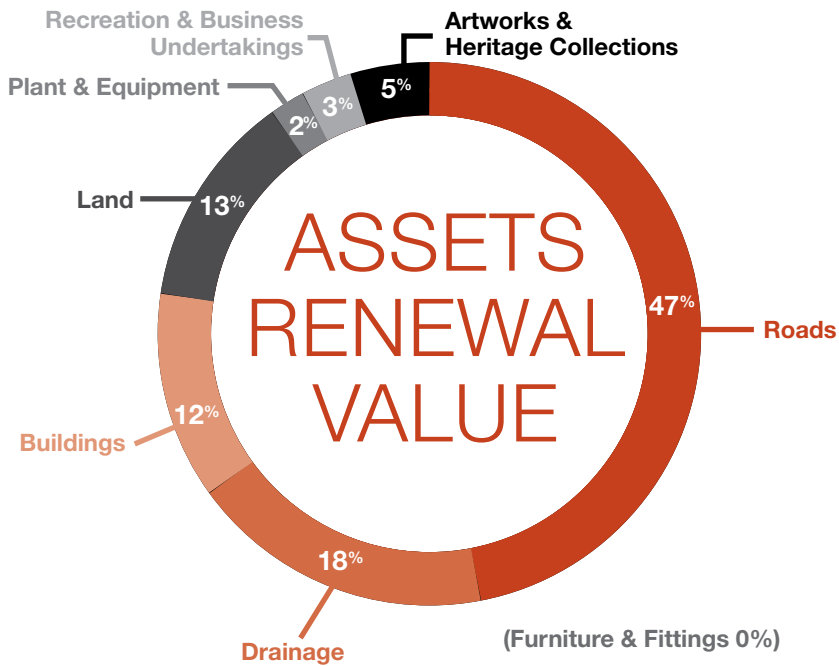
ASSETS FAST STATS

Details on how we manage our assets can be found on page 92.

ASSETS VALUED AT
\$1.6 billion

OVER
80,000 ASSETS
VALUED

162,426
ASSETS IN OUR SYSTEM





A program at the Ballarat Aquatic & Lifestyle Centre – details on how Council preserves, manages and enhances Ballarat's natural and built heritage starts on page 102.

SOCIAL SUSTAINABILITY

The City of Ballarat has a population estimate at 2015 of 102,260 (Victoria in Future) and growth is reported in excess of 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.

We have various policies to meet these challenges:

- » Home and Community Care Services (HACC)
- » Municipal Early Years Plan (2013-17)
- » Positive Ageing Strategy (2015-2018)
- » Youth Strategy (2013-17)
- » Early Years provision (kindergartens and maternal and child health)
- » Disability Action Plan (2015-17)
- » Cultural Diversity Strategy (2009-14)
- » Reconciliation Action Plan (2014)

HUMAN RESOURCES

Our Strategic Resources Plan as detailed in section 5 of this report outlines priorities of our five-year strategic focus to make sure we deliver sustainable outcomes for the whole community. 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 2015-16 Council reported a high staff retention rate of 86.7%. 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 complies 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.

Health and wellbeing outcomes are integrated into the Council Plan 2013-17 and detailed reporting on our performance in this area are included throughout this report.

FINANCIAL SUSTAINABILITY/ RESOURCES

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 revised with this in mind and within the parameters of the Long-Term Financial Strategy and the fair go rates system.

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.

A detailed report on our financial performance is included in the Financial Performance section starting on page 141.

EXTERNAL FUNDING AND GRANTS

The City of Ballarat relies on funding from other levels of government to deliver community outcomes in services and projects. A list can be found in **Appendix 6** on page 216.

SUSTAINABLE SERVICE DELIVERY

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. To read more see the section on Best Value section starting on page 54.



A residential streetscape in central Ballarat – details on how Council provides opportunities for residents of all ages, abilities and gender to participate in sport and recreation starts on page 112.

ENVIRONMENTAL SUSTAINABILITY

The City of Ballarat has a range of strategies to reduce our impact on the environment including the Ballarat Strategy Environment Sustainability Strategy, the Ballarat Open Space Strategy, the Blue Green Strategy, the Waste Management Plan, the Storm Water Harvesting Strategy. These all are outlined in the Council Plan 2013-17.

1. LAND & BIODIVERSITY

ENHANCING THE URBAN FOREST

An analysis of the urban forest was undertaken and identified eleven key issues to be addressed and nine greening priorities. It was also identified that Council is starting from a base level of 17% tree canopy cover with significant disparity between localities. A draft Action Plan to enhance the urban forest has been developed and will be put out for public comment. The Exceptional Tree Register created in 2015 had over 500 trees nominated by the public. An Expert Panel is working through the assessment of all these trees to identify which meet the selection criteria to be accepted as Exceptional Trees. The Register is still open and trees can be included in this register for a variety of reasons including horticultural or historical value, outstanding size or habitat value – and many more.

The drive to enhance and expand the urban forest in Ballarat has also gathered on-ground momentum in 2015-16, particularly from an increase in the street tree planting program to 1,400 from the previous 650 in 2014-15. This has targeted areas such as Wendouree and Sebastopol which are recognised as areas currently with limited canopy cover.

The City of Ballarat native nursery at the Ballarat Botanic Gardens had another strong year and Council was proactive in many community events such as National Tree Day, World Environment Day and the One Tree Per Child initiative.

CASE STUDY: ONE TREE PER CHILD

The City of Ballarat was the first Council to adopt the One Tree Per Child program which was introduced to Australia in 2015. There were 8 schools across Ballarat



involved in the program and successfully established more than 1,000 trees in Public Open Spaces managed by Council.

CASE STUDY: INTEGRATING STORMWATER MANAGEMENT WITH URBAN GREENING

A number of concept designs and business cases were explored to integrate stormwater management (blue infrastructure) with urban greening projects and works programs (green infrastructure). The Green-Blue infrastructure provides greater environmental and social outcomes, enhances climate resilience, and in some instances enhances efficiency in maintaining Council's streetscapes. A number of actions, policy improvements and investment recommendations to facilitate practical implementation were presented in the Green-Blue Action Plan for Ballarat (March 2015).

Figure 6.1.1: Number of Trees Planted

The table below shows the number of trees planted in the city.

Year	Street Trees	Native Nursery & Community Engagement Programs	Public Open Space	City Growth	TOTAL
2014-15	650	10,000	-	500	11,150
2015-16	1,400	9,500	1,000	1,500	13,400

Co2e: Approx. 6-7 trees equates to 1 tonne Co2e with an estimated survival rate of 80%

BIODIVERSITY, WATERWAY AND WETLAND PROTECTION AND ENHANCEMENT

The City of Ballarat manages a large number of conservation reserves such as road reserves, waterways, wetlands and areas of high biodiversity value. Many noxious weed control programs have continued in 2015-16 with some major achievements including Willow removal along the Yarrowee River, the removal of self-seeded pine trees at Black Hill and Fairy Grass at Lake Learmonth.

Key outcomes from the year, but not limited to, have included the recovery efforts following the Mount Bolton and Scotsburn fires, stronger partnerships with Landcare groups to co-ordinate the timing and efforts of land management practices across land ownership (eg collaboration on rabbit and weed control programs – and more), and the community nursery located at the Ballarat Botanic Gardens was supported by over 570 volunteer hours.

CASE STUDY: FIRE RECOVERY

The City of Ballarat was active in the fire recovery efforts at Mount Bolton and Scotsburn by removing unsafe and non-native trees, the removal of excessive fallen timber in some instances, and working with local communities to replace many kilometres of fencing (e.g. adjoining conservation reserves).

DOMESTIC ANIMAL MANAGEMENT

Council drafted a new Domestic Animal Management Plan (DAM) for 2017-21, of which one key objective is to minimise

the effect of domestic pets on local native wildlife. One of the on-ground highlights from 2015-16 was an emphasis on pet registrations through the enforcement of greater penalties, where necessary. Whilst this has not been a popular strategy it has been highly effective. The emphasis toward off-leash areas has been a well-received strategy as there have been very minimal complaints about dogs roaming outside of the designated areas. Lastly in March 2016 Council partnered with the RSPCA to deliver a cat de-sexing program which saw over 500 cats desexed in a four week period and we commenced stakeholder discussions for a potential partnership on a federal government program to address feral cat populations.

2. INTEGRATED WATER CYCLE MANAGEMENT

WATER USE EFFICIENCY

Council's use of mains (potable) water had continued to increase since the break of drought in 2010, however in 2015-16 this has begun to plateau and reduce to 301,023KL which is only 2.92KL of water per resident. Much of the increases in recent years had been related to significant capital works at existing sports fields and newly developed sports precincts in growth areas. The works most often install sand based ovals sown with summer grass species blend (more drought resilient and hard wearing) on top of a coarse aggregate layer which acts as a perched water table that provides enhanced longevity of moisture to the root zone. It is envisaged that in long-term the use of water will reduce to below

the previous irrigation demand for the developed sites, which in 2015-16 this foreseen trend is starting to occur and will continue to be monitored closely.

The low rainfall conditions that extended through winter and spring 2015 led to reduced surface water diversions via Mortons Cutting to Lake Learmonth and diversions to Lake Wendouree via the Harnessing Ballarat Stormwater Network (HBSW). Additional supplies were required from recycled water and from groundwater to maintain the levels of Lake Wendouree and to provide a limited supply of non-potable water for irrigation to sports fields and public open space reserves connected to the HBSW network. Irrigation from the HBSW network achieved an estimated 30+ ML in savings to our water supply catchments in 2015-16. Upgrades to the HBSW network included the installation of greater sub-metering which will enable greater operational control and optimisation of the use of the network.

Strategic planning for additional scheme development for the use of alternative water sources was a key highlight for 2015-16. Approximately 15 stormwater harvesting opportunities (new or enhancement of existing) were identified for non-potable use at key sporting facilities and irrigated open space reserves in Ballarat and growth areas, which combined current use (or forecast use) up to 100 megalitres per annum. A number of these are located close to a viable source(s) of stormwater and worthy for developing project prospectus in the future.

Figure 6.1.2: Council's Water Use

The table below shows Council's water use across category.

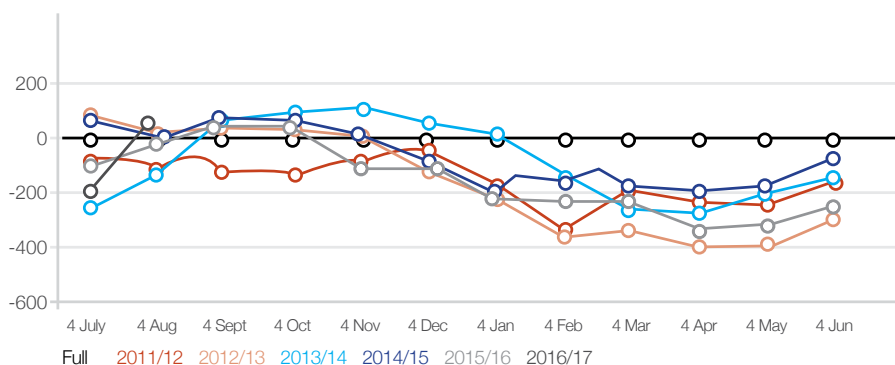
Year	Mains Water (ML)	Mains Water per Resident Population (ML)	Lake Wendouree & Harnessing Ballarat Stormwater				Lake Learmonth Surface Water Diversions (ML)
			Stormwater (ML)	Recycled Water & Groundwater (ML)	Irrigation offtake (ML)	Irrigation offtake (ML)	
2014-15	337,779	3.37	597	652	51.6	0	185.7
2015-16	301,023	2.92	502.3	970	30	0	19.6



Lake Wendouree – details on how Council preserves, manages and enhances Ballarat’s natural and built heritage starts on page 102.

Figure 6.1.3: Lake Wendouree Water Levels

The table right shows Lake Wendouree’s water levels over time.



STORMWATER MANAGEMENT

Council has now settled on two preferred, highly beneficial flood mitigation options for Miners Rest. These options are considered to be long-term solutions and will now require funding and community support to progress to the next stage. The Burrumbeet flood investigation also continued progressing towards implementation in the Ballarat Planning Scheme. Amendment C178 received authorisation and was placed on public Exhibition in late 2015. Council officers have worked through submissions received with an independent Planning Panel Hearing set to take place to review all submissions, in August 2016. The Panel’s report is expected later in the year at which time it will be presented to Council for consideration, with recommendations on the amendment. If the amendment is adopted by Council and approved by the Minister, flood overlays would be expected to be in the Planning Scheme by mid-2017.

There has also been significant advancement in the modelling and mapping of stormwater risks and management opportunities across the municipality. This is being completed in partnership with the Department of

Environment, Land, Water and Planning and water resource management stakeholders. One of the key aims from this project is to increase flood intelligence for Ballarat’s waterways, especially where it is lacking. This will result in improved flood data, enhanced emergency response planning and also better flood-related decisions made for the Ballarat region. From this knowledge a flood mitigation strategy will be prepared, which will outline a long-term strategy to identify, prioritise and resolve major flood-related issues across Ballarat. Additionally the mapping has identified many integrated water cycle management opportunities to achieve water use efficiency (eg stormwater harvesting), which is discussed further in the water use efficiency section above.

The Ballarat Strategy is currently being implemented into the Ballarat Planning Scheme through Amendment C194. The Strategy is Council’s long-term strategic direction for managing growth and change in the city and includes strong support for integrated water cycle management. Once the Strategy forms part of the Planning Scheme, this provides high level planning support for stormwater management.

DOMESTIC WASTEWATER MANAGEMENT

On-site domestic wastewater, in the form of septic tanks, are managed to prevent harm to public and environmental health. Council works in partnership with Central Highlands Water and other stakeholders to achieve the best outcome for the community. In 2015-16 the implementation of Phase 1 of the Domestic Wastewater Management Plan (DWMP) was completed. Over 4,000 septic system records were updated and a framework developed to assess the risk to health posed by septics. From this knowledge an inspection program was developed and funding secured to implement the next phases of the DWMP. A pilot inspection program completed in 2015-16 of more than 100 sites validated the framework methodology and Council and stakeholders are well placed to satisfy its obligations in appropriately managing the risk posed by domestic wastewater.

3. BUILT ENVIRONMENT

WASTE & RECYCLABLES

Figure 6.1.4: Council's Waste & Recyclables

The table below shows Council's waste and recyclables by category.

Year	Landfill volumes (tonnes)			Gas flow				Municipal/ Kerbside Recyclables (Tonnes)	% of Municipal/ Kerbside Waste being recycled
	Municipal/ Kerbside Waste	Commercial & Industrial	Construction & Demolition	Flare (m ³)	Renewable energy Generator (m ³)	Electricity Generated (MWH)	Avoided Emissions ¹ (Co2e)		
2014-15	38,076	20,609	6,869	2,743,799	3,108,417	4942.5	44,679	10,549.5	21.7
2015-16	37,900	19,911	4,316	2,529,736	4,325,874	6,602	43,771	10,627.7	21.9

¹- avoided emissions from electricity generation and from gas flare

Figure 6.1.5: Council's Waste & Recyclables by Classification

The table below shows Council's waste and recyclables by type.

Year	Batteries (tonnes)	Cardboard (tonnes)	Mattress (number)	Metal (tonnes)	Oil (litres)	Tyres (number)	Hard greenwaste (m ³)	Commingle (bottles, cans, glass etc) (tonnes)	Detox Your Home (Household chemicals)
2014-15	6.53	334.6	2,225	560.7	20,800	844	7,129	72.8	-
2015-16	4.27	320.0	2,287	562.6	21,102	518	6,952	88.4	2,097

At the Ballarat Transfer Station Council completed significant capital works to upgrade the handling of green waste by improved stormwater management and the installation of sheds, which was co-funded by Sustainability Victoria, to enhance the processing, handling and re-sale of several recycling services. There has also been significant advancement toward implementing the traffic management plan to improve site safety and to enhance the function and efficiency of services provided to the community.

At the Ballarat Regional Landfill, at (Smythesdale), the construction of two large landfill cells were completed and approved by the Environmental Protection Agency. These will provide capacity to accept waste through to 2018. A number of road pavements were also upgraded to assist site safety and reduce movements in wet weather whilst at the same time enhancing efficient delivery of Landfill services.

CASE STUDY: GAS EXTRACTION AT THE BALLARAT REGIONAL LANDFILL

In 2015-16 there was a 17% increase in gas capture and 33% increase in electricity generated from the Ballarat at Regional Landfill. The majority of the increase occurred as a result of significant upgrades to gas extraction infrastructure which included 25 new bores within existing landfill and replacement 9 of the existing bores. The new larger wells are designed to last longer in the waste and perform more effectively than ones previously installed. Approximately 60% of the gas extracted is burnt through a generator, placing energy back into the grid, and the rest is burnt in a flare to reduce greenhouse gas emissions from methane.

CASE STUDY: IMPROVED STORMWATER MANAGEMENT AT THE BALLARAT REGIONAL LANDFILL

A significant 2,400SqM wetland was developed to treat surface water runoff,

to passively treat the water and control its release to the environment in accordance with best practice guidelines. The system was built to meet the current surface water runoff potential from several areas and, through foresight, will ultimately service a larger catchment during operation and post closure. The area was previously a large population of Gorse (*Ulex europaeus*), which is now a vegetated wetland and landscaping.

CASE STUDY: 'DETOX YOUR HOME' RECOVERY OF HOUSEHOLD CHEMICALS

'Detox your Home' was held on 5 December 2015 and offers the opportunity for residents to drop off household chemicals. A total of 2,097kg of household chemical products were collected and will now be recycled and diverted from landfill. The highest volume of products was flammable liquids and inert liquids – treatment.

GROSS POLLUTANT (LITTER) MANAGEMENT

In 2015-16 the City of Ballarat removed more than an estimated 44 tonnes of material from its network of gross pollutant traps, with the most common form of rubbish again being plastic bottles and plastic bags. The actual amount of litter removed from our streets by Council is much greater when considering the full diversity of services provided by Council (eg pit cleaning and street sweeping). Council has commenced a number of database improvements to better track the spatial trends in litter accumulation and will ultimately lead to more efficient servicing of litter removal from the streets.

Figure 6.1.6: Gross Pollutant Litter Removed

The table below shows an increase in the amount of litter removed.

Year	Estimated Tonnes Removed
2014-15	35
2015-16	44

CASE STUDY: GROSS POLLUTANT TRAP, SEBASTOPOL

A new Gross Pollutant trap was installed in Sebastopol at the Bala Street stormwater outfall to the Yarrowee River. This was completed in partnership with the Corangamite Catchment Management Authority and will trap approx. 90% of litter from an approximately 110 hectare priority sub-catchment of Sebastopol which includes much of the commercial area near the junction of Midland Hwy and Glenelg Hwy.

CASE STUDY: CLEAN UP AUSTRALIA DAY 2016

This year more than 30 sites were registered and more than 1,000 participants in Clean Up Australia Day (CUAD) events within the municipality of Ballarat. This was an increase of 40% from previous years with attention on the Yarrowee River, Black Hill, Lake Wendouree foreshore, Victoria Park numerous school grounds and neighbourhood parks. Efforts on the Yarrowee River were further supported in partnership with Corrections Victoria to engage people with minor infringements in litter control programs targeting the harder to reach areas of the Yarrowee River.

ENERGY EFFICIENT STREET LIGHTING

The year 2015-16 is the first year (since database commencement) that the consumption of energy and greenhouse gas emissions from street lighting has decreased. The reduction has been due to the progression to LED lighting and moreover the decrease has occurred in the face of city growth and the expanding number of luminaires.

At present there are 11,207 street lights across the municipality that are specifically the responsibility of Council or has joint responsibility. The number of Council's LED fittings has increased by almost 300 and now occupies 4.6% of Council's overall street lighting portfolio.

Figure 6.1.7: Street Lighting & Energy Use

Year	Total Luminaires (number)	Total megawatt hours (mWh)	Killowatt hours (kWh) per Luminaire	Scope 3 emissions (Co2e)
2014-15	10,964	6,987	637.27	9,293
2015-16	11,207	6,878	613.72	8,666

Note: City of Ballarat managed and shared proportion only.

The progression to LED has occurred from installations in new subdivisions and from the changeover of lights that have reached the end of their service life (in accordance with Council's Sustainable Lighting Policy 2014) and from the Council allocation of \$25,000 to accelerate the changeover rate. The acceleration program particularly targets the changeover of 80 watt Mercury Vapour (MV80) fittings to 18 watt LED which are 75-80% more energy efficient at delivering the same lighting quality.

SUSTAINABLE FACILITIES & DEVELOPMENT

Reducing energy usage by implementing greater efficiencies across Council owned and newly developed facilities is central to Council's approach to reducing greenhouse gas emissions and to reduce costs for delivering its services to the Ballarat community.

In 2015-16 the key energy efficiency initiatives (but not limited to) at Council facilities targeted improvements to insulation, draft sealing and passive cooling (enhanced air movement) as added initiatives to other capital works programs. Capital renewal projects also included a number of planned upgrades to chillers, boilers and air handling units at various sites which deliberately selected modern systems with more compressors and greater control/isolation mechanisms to achieve the greatest possible efficiency. The upgraded mechanical services also included improvements from separate and inefficient evaporative coolers / electric heating system to more energy efficient inverter based reverse cycle systems.

It is not yet possible to quantify the reduction in energy use (gas and electricity) and estimated reduction in greenhouse gas emissions from the 2015-16 initiatives, which will continue to be monitored. As an example, previous upgrades to chillers have achieved an approx. 3.5% to 4% saving to electricity consumption over the peak of summer (not total).



The 50 metre pool hall at the Ballarat Aquatic & Lifestyle Centre – details on the expansion of this facility can be found on page 112.

CASE STUDY: BALLARAT LIBRARY

An energy audit of the Ballarat Library, in partnership with the Central Victorian Greenhouse Alliance, identified almost 50% energy savings could be achieved by upgrades to the Heating, Ventilation and Air Conditioning (HVAC) systems, improvements to building fabric (e.g. lighting improvements, sun shading, insulation improvements) and a number of behavioural change opportunities to save energy. Many of the recommendations will help integrate sustainability outcomes into the planning phase of the Civic Hall and Library precinct redevelopment

CASE STUDY: BALLARAT AQUATIC AND LIFESTYLE CENTRE (BALC)

The BALC is the largest consumer of energy (gas and electricity) of Council facilities, which in 2015 was approximately 35% of Council facilities demand profile. The City of Ballarat continued to actively invest in energy efficiency at the site throughout 2015-16 which achieved an estimated reduction of more than 6,200GJ of gas and 320 tonnes of Co2e. Key initiatives from the year included:

- » Commissioning of roof mounted solar water heating (installed 2014-15) and diverted to heat two of the smaller pools, which should now have minimal water heating costs over summer,

- » Installation of wall mounted pool blankets to reduce morning warm up costs and to reduce evaporation,
- » Recalibration of the water and atmosphere temperature controls to keep the air temperature within one degree of the pool water, and therefore reduce the heating load for water and also reduce heating load for air due to reduced need to bring in outside air to control humidity.
- » Positive pressure air conditioning in each section, keeping air conditioning and humidity control etc. relatively isolated, therefore reducing the energy load for air circulation.

4. GREENHOUSE GAS EMISSIONS

Figure 6.1.8: Council's Greenhouse Gas Emissions

The table right shows a consistent trend over time.

Categorisation under NGERS Act	Greenhouse gas emissions source	2014-15 (Co2e)	2015-16 (Co2e)
Scope 1	Landfill Gas Emissions	24,058	23,569
	Natural Gas (Mains)	2,063	2,015
	Bio-Diesel B20 (transport)	1,447	1,206
	Unleaded Petrol (transport)	178	394
	Bio-Diesel B5 (transport)	0	0
	LPG (transport)	22	61
	Diesel (transport)	196	453
	Premium Unleaded (transport)	46	29
	Unleaded with 10% Ethanol (transport)	0	1
Scope 2	Electricity	5,354	6,037
Total Scope 1 & 2		33,364	33,765
Offsets ¹		1,375	1,650
Net Emissions		31,989	32,115

¹ – Revegetation is the only GHG offset (through sequestration) currently pursued

The Art Gallery of Ballarat which hosted the Archibald Prize Exhibition in October and November 2016 – details can be found on page 10.



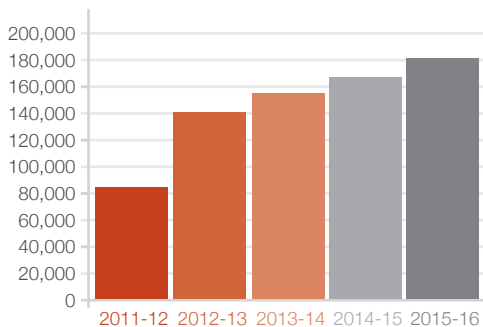
ASSET MANAGEMENT

The sustainable management of Council's assets is a key priority. The City of Ballarat considers environmental, economic, and financial and risk management factors to achieve precise and sustainable asset management.

The city is growing and the number of assets is increasing steadily.

Figure 6.1.9: Asset Growth

The graph to the right shows the number of assets in the system has increased steadily over the past 5 years.



ARTWORK & HERITAGE

- » 635 artwork and heritage assets
- » 1 additional artwork and heritage asset in 2015-16
- » 7 inspections
- » Assets valued at \$17.39 million

PUBLIC FURNITURE

Barriers & Fencing

- » 146.59 km of barriers and fencing assets
- » 569.50 m additional barriers and fencing assets in 2015-16
- » 5.05 km inspections
- » Assets valued at \$15.71 million

Public Space Furniture

- » 1,274 public space furniture assets
- » 3 additional public space furniture assets in 2015-16
- » 69 inspections
- » Assets valued at \$2.19 million

Tables & Seating

- » 1,305 table and seating assets
- » 7 additional table and seating assets in 2015-16
- » 5 inspections
- » Assets valued at \$2.03 million

TRANSPORT

Roads

- » 5,060.47 km of road assets
- » 46.20 km of additional road assets
- » 1,403.30 km of road surface, 1,013.89 km of road pavement, 186.14 km of shoulder
- » 27.48 km of additional road surface, 13.12 km of additional road pavement, and 1.87 km of additional shoulder in 2015-16
- » 4,882.48 km of road based inspections
- » Assets valued at \$668.70 million

Footpaths

- » 709.59 km of footpath assets
- » 13.35km of additional footpath assets in 2015-16
- » 1,022.64 km of inspections
- » Assets valued at \$73.05 million

Kerb & Channel

- » 1,114.98 km of kerb and channel assets
- » 20.57 km of additional kerb and channel assets in 2015-16
- » 7.39 km of inspections
- » Assets valued at \$166.04 million

DRAINAGE

Pipes

- » 533.15 km of pipe assets
- » 9.21 km of additional pipe assets in 2015-16
- » 1.66 km of inspections
- » Assets valued at \$248.84 million

Channels

- » 28.25 km of channel assets
- » No new additional channel assets in 2015-16
- » 35.00 m of inspections
- » Assets valued at \$61.44 million

Culverts

- » 26.46 km of culvert assets
- » 31.71 m of culvert assets in 2015-16
- » Assets valued at \$24.80 million

Pits

- » 17,468 pit assets
- » 431 additional pit assets in 2015-16
- » 96 pit inspections
- » Assets valued at \$38.83 million

Basins

- » 15 basin assets
- » No new additional basin assets in 2015-16
- » Assets valued at \$753,610.48

BRIDGES & MAJOR CULVERTS

Bridges

- » 144 bridge assets
- » 1 new additional bridge assets in 2015-16
- » 13 inspections
- » Assets valued at \$41.23 million

Major Culverts

- » 103 major culvert assets
- » No new additional major culvert assets in 2015-16
- » 9 inspections
- » Assets valued at \$3.92 million

TREES

- » 101,669 tree assets
- » 3,900 additional trees planted, 2,315 new trees identified in 2015-16
- » 15,501 tree inspections



The Alfredton Recreation Reserve during a \$1.65 million upgrade – details can be found on page 57.

OPEN SPACE

Sports Grounds

- » 516,815.90 m² of sports ground assets
- » 20,520.00 m² of additional sports ground assets added in 2015-16
- » Assets valued at \$17.66 million

Reserves

- » 25.65 km² of reserve assets
- » No new additional reserve assets in 2015-16
- » 149 reserve inspections
- » Assets valued at \$38.08 million

Playgrounds

- » 135 playground assets
- » 11 additional playground assets in 2015-16
- » 171 playground inspections
- » Assets valued at \$16.71 million



The new Inclusive Playspace in Victoria Park – details can be found on page 57.



Parent Place in central Ballarat – details about how its programs support Council's early years development objectives can be found on page 112.

BUILDINGS

- » 3 Libraries
- » 30 Children's Centres/Early Learning Centres
- » 39 Community Centres
- » 5 Arts/Exhibition Venues
- » 40 Community Club Rooms





6.2

PERFORMANCE

GROWTH & DEVELOPMENT

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.

The main oval at Eureka Stadium undergoing a major upgrade – details can be found on page 12.

PERFORMANCE: 6.2**GROWTH & DEVELOPMENT****OUR COMMITMENT
TO HEALTH AND
WELLBEING**

We will impact the health and wellbeing of our community by:

- » Creating urban and rural environments that are safe, attractive and accessible using design elements that will improve the health and wellbeing of residents.
- » Support the provision of a mix of housing in both rural and residential areas.
- » Increasing active transport options and access to community facilities and improving the quality of public and open space areas to provide an inviting environment for leisure and recreation activities.
- » 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.

HIGHLIGHTS

We are pleased to report the following highlights for 2015-16 – further details can be found in the detailed reporting section following:

- » Advancing the Ballarat Botanical Gardens Fernery project located within the Lake Wendouree Precinct.
- » Making sure there are great public open spaces, more trees and new parks in growth areas in Ballarat West such as Lucas to ensure urban character.
- » Advancing Greening Ballarat Projects such as significant tree planting – more than 1,400 street trees were planted.
- » Enhancing further the city's five major entrances and boulevards.
- » Investing in city presentation projects across the city including street landscaping, street furniture and street irrigation, public place recycling, bus shelters and restoring city monuments.
- » Investing in drainage works across the city including kerb and channel works and footpath repairs.
- » Investing more than \$16 million in road (including rural roads) infrastructure such as road construction, renewal and repairs and bridge rehabilitation.
- » Investing in maintaining the city's parks, gardens, sporting and recreational facilities for the benefit of all residents.
- » Investing more than \$2 million in maintaining the city's community buildings to ensure they are in the best possible condition for community use.
- » Investing in bicycle infrastructure projects throughout the city.

**CHALLENGES/
DISAPPOINTMENTS**

In 2015-16, we faced the following challenges and disappointments:

- » Not progressing the concepts further for the preparation of design specifications for a Regional Animal Shelter.

LOOKING AHEAD

In 2016-17, we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Finalising the Ballarat Planning Scheme.
- » Finalising work on the Victoria Park Master Plan.
- » Continuing to advocate for ongoing and long-term improvements to rail services.
- » Continuing to lobby for State and Federal funding for the Waste-to-Energy facility.

OUR PERFORMANCE 2015-16

In this section we report on our performance in 2015-16 against the Council Plan 2013-17. Where relevant we have included references to other sections of this Annual Report.

OUTCOME 1

A WELL-PLANNED CITY

Better urban planning for inclusive and attractive local areas leading to increased physical activity, social connection and access to services

STRATEGIC OBJECTIVE

Prepare and review long-term development plans incorporating health, wellbeing and sustainability principles and policies by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Completing the development of the Ballarat Strategy (Ballarat – Today, Together, Tomorrow).	Request Council adopt final Ballarat Strategy.	Adopted in July 2015.	
	Prepare Township Plans for each of the townships in the document.	REASON NOT 100% COMPLETED Commenced in 2015-16 and on track to be completed in 2016-17 per scheduled time frames.	
Reviewing the Municipal Strategic Statement (MSS).	Finalise the revised MSS Planning Policy Framework by the end of June 2016.	REASON NOT 100% COMPLETED The review of the MSS was completed and is pending Ministerial approval.	
Implementing a long-term vision for Victoria Park to create connectivity between the Lake and Gardens Precinct and the saleyards site and to achieve greater use of open space.	Finalise the project work on both the Victoria Park Master Plan and Lake Activation Strategy. Finalise the business case for Ballarat Agricultural Society (BAPS) for any potential relocation to Victoria Park, including funding submissions.	REASON NOT 100% COMPLETED The Lake Wendouree Master Plan is due for revision in 2016-17. This important document will include linkages to Victoria Park and the Ballarat Botanical Gardens.	
Exploring options for the former saleyards site including consideration of the showgrounds relocation.	Pending a final decision on the saleyards relocation, advance options for redevelopment of the 'old' saleyards site which may include options within the BAPS relocation.	REASON NOT 100% COMPLETED The future site for the saleyards was decided in 2015. A development plan for the new site at Miners Rest is due for approval in 2016-17, with works to commence post-approval.	

STRATEGIC OBJECTIVE

Develop and implement planning policies and guidelines that incorporate elements promoting health, safety and gender by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing and implementing planning policies and guidelines using principles promoting health and safety such as Urban Design for Safe and Healthy Environments.	Per Direction 2.3 (to plan for a healthy community), promote and support physical activity through events, urban design, active transport and recreational and leisure activities to make Ballarat a healthier, more active and happier place over the long term.	Proactive urban design was supported in new suburbs such as Lucas. This is also outlined in the Ballarat Strategy. Recreational pursuits in the city were also supported with significant investment in infrastructure in 2015-16 such as new aquatic play spaces and upgrades to aquatic facilities.	100%
	Per Direction 2.4 (to improve the public realm), strongly encourage all new developments to address this by creating safe, vibrant and activated urban environments.	The provision of public realm was addressed in new and emerging suburbs such as Lucas and Winter Valley in line with the Ballarat Strategy.	100%
Identifying, classifying and integrating new Planning Scheme zones in line with the Victorian Planning Scheme review.	Complete work on the integration of the zones. Further work is identified in the panel report and will commence in 2015-16, eg the Buninyong Neighbourhood Zone schedule.	REASON NOT 100% COMPLETED The Planning Scheme review was completed and is pending Ministerial approval.	75%
Reviewing and updating the Ballarat Planning Scheme to reflect the intent and actions from the Ballarat Strategy.	Finalise the Planning Scheme review by end of June 2016.	REASON NOT 100% COMPLETED The Planning Scheme review was completed and is pending Ministerial approval.	75%

STRATEGIC OBJECTIVE

Plan for growth and service areas to meet the needs of a growing population by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Meet the infrastructure requirements of new and proposed growth corridors across the city over the next 20 years.	Continue to allocate resources to manage and maintain our current assets through Council's Long-Term Financial Strategy, in line with the annual State of the Asset Building Conditions Audits while planning for growth across the city from the perspective of both asset management and asset maintenance.	The State of the Assets Building Conditions report was completed in May 2016. This document guides the investment in Council's assets for the benefit of the community.	100%
Preparing a Development Contribution Plan (DCP) to enable construction of the necessary social, community and recreational infrastructure across the Ballarat West Urban Growth Zone.	Manage contributions in accordance with the DCP to deliver important infrastructure in growth zones.	The DCP is completed and in place. Finances relating to the DCP are now being managed by a dedicated team of Council Officers, overseen by the newly-created position, Manager - Planning Implementation.	100%
Managing the development of the Ballarat West Urban Growth Zone including implementation of the Precinct Structure Plans (PSP), which are a key component of future growth planning.	Continue to actively implement this zone and the associated PSPs to ensure a structure plan for growth.	The implementation of PSPs for the Ballarat West Urban Growth Zone was overseen by the newly-created position, Manager - Planning Implementation.	100%
Implementing Stage 1 and planning for Stage 2 of the Ballarat Western Link Road.	Continue construction of the balance of the Stage 1 and commence Stage 2.	REASON NOT 100% COMPLETED Stage 1 was partly completed with the final Remembrance Drive section to be tendered late in 2016. The Stage 2 land acquisition process has commenced.	50%

STRATEGIC OBJECTIVE

Enhance community amenity and safety through the enforcement of local laws and public health requirements by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Domestic Animal Management Plan 2012-16.	With the Domestic Animal Management Plan having been adopted in 2014 and presented to the Minister, implement the first action which is the review of the Dog Off-Lead Order. Send out notices to all dog owners in early 2015 to advise them of the changes and the approved park locations.	REASON NOT 100% COMPLETED A new Domestic Animal Management Plan has been drafted for 2017-21 and is due to be adopted in 2016-17. Notices were sent out.	
Commencing planning for a new Regional Animal Shelter in line with animal housing guidelines and review the options for its management and operation.	Continue work on preparing the design specifications for a Regional Animal Shelter with the intent of including the project in the 2016-17 Capital Works Program.	REASON NOT 100% COMPLETED Discussions began with surrounding Councils and a benchmarking project is to begin in late 2016 to advance the project. New funding opportunities will be sought in the 2017-18 Budget, as well as lobbying for State and Federal funding.	
Educating residents and businesses on increased issues of food safety and infectious disease prevention and control, caused by climate change.	Continue to distribute newsletters on food safety and material developed by the Department of Human Services in relation to disease prevention and control.	Distribution continued.	
Enforcing public health and planning legislation regarding the supply and consumption of alcohol and tobacco.	Continue to implement and enforce the Tobacco Program and report on it to the Department of Health.	Implementation and enforcement continued and was reported on in a timely manner.	

OUTCOME 2

A CONNECTED CITY

Better access to active and sustainable transport options

STRATEGIC OBJECTIVE

Develop sustainable and accessible transport and active transport initiatives by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing and implementing a Sustainable Transport Strategy (STS) that includes local planning for roads, public transport and alternative transport options for adoption in 2014-15.	Prepare implementation plans and actions from the adopted STS and disseminate throughout the organisation.	REASON NOT 100% COMPLETED The STS has been included in the Ballarat Strategy. Node plans will be prepared for consideration in 2016-17.	
Facilitating an Integrated Transport Working Group across Council, including the appointment of a dedicated officer, to enhance integrated approaches to sustainable transport planning.	Following the adoption of the Sustainability Transport Strategy, give consideration to the appointment of a Sustainable Transport Officer.	REASON NOT 100% COMPLETED The appointment of a Sustainable Transport Officer will be considered following the completion of node plans which are to be undertaken as an outcome of the Ballarat Strategy.	

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Car Parking Strategy and developing new actions that reflect future growth needs and accessibility requirements of current parking, including the replacement of parking meters.	Continue the roll-out of new parking machines across the city and finalise the CBD car parking audit, with the intention of reviewing and updating timed parking restrictions within the CBD and the surrounding areas.	REASON NOT 100% COMPLETED The roll-out of new parking machines continued. Council will be considering a City Parking Strategy in late 2016. This Strategy will guide investment in parking infrastructure and enforcement within the CBD.	 75%
Investigating Public Private Partnership (PPP) opportunities for developing a multi-storey car park within the CBD.	Continue to identify and advance opportunities for PPPs to deliver car parks to the CBD. Commence planning work on additional CBD car parking to be located at Eastern Oval.	REASON NOT 100% COMPLETED An Expression of Interest process for a PPP is to be undertaken in the second half of 2016.	 50%
Advocating the delivery of the Central Highlands Regional Transport Strategy (CHRTS) and reviewing the Ballarat Road Transport Strategy (BRTS) 2008 that will focus on any improvements to present and proposed arterial links.	With the CHRTS adopted in 2014, continue to lobby and advocate for its implementation. Finalise the review of the BRTS 2008 which is to include a future north/south rural arterial network.	REASON NOT 100% COMPLETED A contract for the review of the BRTS is due to be awarded and completed in early 2016-17.	 50%
Advocating and supporting the Regional Rail Link Project including better internet connection on the regional rail system.	With most of the work here completed, focus on lobbying for reduced commute times to and from Melbourne.	REASON NOT 100% COMPLETED With the 2016 State Budget announcement of \$518 million for Ballarat rail line enhancement and additional rolling stock, advocacy for continued improvement in rail services will be ongoing.	 50%

OUTCOME 3

A CITY THAT MANAGES WASTE RESOURCES RESPONSIBLY AND SEEKS INNOVATIVE WASTE, WATER AND ENERGY SOLUTIONS

More progress towards an ecologically sustainable environment

STRATEGIC OBJECTIVE

Through the 'Clean Ballarat' initiative reduce waste to landfill through improved management procedures and innovative solutions by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing and implementing a new Waste Management Strategy to increase the diversion of waste from landfill including improved separation processes at the Waste Transfer Station.	In line with the Clean Ballarat Program, support the development of the Waste-to-Energy Facility and alternative waste treatment.	A free eWaste service for the Ballarat community was introduced at the Transfer Station.	 100%
Investigating and seeking funding partnerships for a viable and affordable green waste solution and the implementation a kerbside green waste collection service.	In line with the Clean Ballarat Program, review and implement green waste recovery options to increase the opportunity for residents to recycle green waste, leading to a reduction in waste going to landfill.	A kerbside green waste collection service was implemented for all residents.	 100%
Managing the waste operations at the Smythesdale landfill.	In line with the Clean Ballarat Program, construct new cells at the Smythesdale landfill facility and manage the facility in accordance with EPA regulations.	Construction continued. The life expectancy of these and future cells is expected to increase due to the reduction of green waste going to landfill.	 100%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Improving the regional approach to waste management by participating in the newly-formed Regional Waste Management Group.	Continue to participate in the RWMG to ensure Ballarat makes an active contribution to developing a regional solution for waste.	Actively participated in RWMG meetings and forums.	100%
Educating the public on waste reduction strategies, escalation and enforcement.	In line with the Clean Ballarat Program, the Waste Management Strategy and the Environment Sustainability Strategy (ESS), work with the Smart Living Centre to deliver public education programs and seek funding opportunities through Sustainability Victoria to support these activities.	REASON NOT 100% COMPLETED An intervention project to promote clean waste streams is planned for implementation in 2017 in conjunction with the RWMG.	50%
Developing the Harvesting our Waste Resource Project which considers innovative and alternative approaches to managing waste products.	In line with the Clean Ballarat Program, construct a resale shed and mattress recycle facility at the Ballarat Waste Transfer Station.	A resale shed has been constructed and is in operation. In addition, a business case for a mattress recycle facility in partnership with a social enterprise was reviewed, however costing compared to the resale program was not viable.	100%

STRATEGIC OBJECTIVE

Encourage and adopt environmentally sustainable practices and address the local impacts of climate change as a component of the Clean Ballarat Program by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing implementation of actions from the Environment Sustainability Strategy (ESS) 2012-14 that are targeted for the community's benefit.	In line with the Clean Ballarat Program, seek approval for the ESS and implement the resulting 2015-20 Management Plan. This is funded in the 2015-16 Budget.	REASON NOT 100% COMPLETED The ESS has been embedded into the Ballarat Strategy and actions from the ESS will be implemented.	0%
Implementing the Office of Living Victoria's Living Ballarat Project including the concept project for the Ballarat West Managed Aquifer Recharge (MAR) Project.	Continue to work jointly with Central Highlands Water (CHW)– the MAR Project is currently being investigated by CHW as the project owner.	Stage 1 is complete. CHW is continuing to work on Stage 2, supported by the City of	100%
Completing current stormwater harvesting projects and investigating further opportunities for stormwater harvesting.	Continue to investigate options for stormwater harvesting opportunities across the city, including additional opportunities in the Prince of Wales Park and Sturt Street, as well as enhancing the operation of the supply line from the Redan Wetlands to Lake Wendouree.	REASON NOT 100% COMPLETED External funding is now required to complete the delivery of initiatives. This project will be a part of our lobbying priorities in 2016-17.	50%
Developing a proposal for a State/ Federal partnership to fund waste-to-energy projects.	With waste-to-energy projects forming a key component of the Clean Ballarat Program, continue to seek funding for a Waste-to-Energy Facility at the Ballarat West Employment Zone.	REASON NOT 100% COMPLETED Lobbying for State and Federal funding continued however no funding was secured – lobbying will continue in 2016-17.	25%
Investigating the use of alternative energy sources such as the palletisation of waste for use in combustion heating systems.	Review this project in late 2015 as part of the development of the Waste-to-Energy Facility. This project is included in the Clean Ballarat initiative.	REASON NOT 100% COMPLETED The project is progressing per scheduled time frames - land is due to become available in 2016-17.	25%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Increasing biodiversity and tree canopy cover across the city through the creation and promotion of a new 'Greening the City' initiative which includes increased tree planting.	Achieve a new target of 2,000 street tree plantings per Council's approved Budget allocation (this is an increase compared with the previous target of 1,000) and continue revegetation works along the Yarrowee River.	Increased tree planting targets were achieved and revegetation works continued.	100%

OUTCOME 4

A WELL-PRESENTED CITY

Enhanced quality and character of our city and better amenity through preservation of our natural and built heritage

STRATEGIC OBJECTIVE

Conserve, manage and enhance Ballarat's natural and built heritage by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Preserving our Heritage Strategy in line with the UNESCO recommendation for the Historic Urban Landscape (HUL) Strategy.	Prepare a Heritage Strategy for how HUL will be implemented in Ballarat.	The Strategy was advanced during 2015-16.	100%
Advocating with Friends of the Ballarat Botanical Gardens for partnership funding opportunities for the design, construction and delivery of the Botanical Gardens Fernery.	In conjunction with Friends of the Gardens, finalise the scoping and commence works on the new fernery – the project is due for completion in 2016-17.	The project progressed with scoping works completed. Stage 1 works are on track to be completed in 2016-17.	100%
Investing in the ongoing conservation of the heritage assets in the Lake Wendouree Precinct including the Botanical Gardens floral clock and tramline.	With works commenced on the renewal of the tram tracks, continue a program to replace more tracks over the coming years. Investigate restoration of the floral clock.	REASON NOT 100% COMPLETED Significant investment was completed on the tramline and investigation is underway on the restoration of the floral clock.	75%

STRATEGIC OBJECTIVE

Enhance and protect public open space by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Enhancing 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; garden beds.	Continue to install irrigation in Sturt and Victoria Streets and landscape the Victoria Street centre median strip with turf replacement.	Irrigation works have been completed for most of Sturt Street with this program due to continue in 2016-17. Works on the Victoria Street median strip are to include grass installation.	100%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing implementation of actions from the adopted Lake Wendouree Master Plan 1994.	Continue implementing actions from the Master Plan.	REASON NOT 100% COMPLETED Significant works were completed across the precinct in line with the Master Plan. A review of the Master Plan is underway and is due to be completed in 2016-17. Actions arising from this review will be implemented in future years.	


OUTCOME 5

A CITY WITH WELL-MANAGED ASSETS

Better amenity through better access to leisure and recreational facilities and open space

STRATEGIC OBJECTIVE

Enhance and protect public open space by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Delivering planned asset replacement and renewal in the city's public open spaces in line with the Ballarat Open Space Strategy (BOSS).	Carry out playground improvement and renewal works as part of the Play Space Planning Framework at the following locations: Avonleigh Estate, Alex Mills Reserve, St Patrick's Point, Bogart Drive, McNulty Drive, Pennyweight Park, Lions Gate, Alfredton Reserve and Lake Esmond.	All scheduled works were successfully completed.	
Developing new open space areas in growth zones in line with the BOSS.	Include all parks and open space areas in growth areas in Precinct Structure Plans as required under current legislation.	All parks and open space areas have been included in Precinct Structure Plans.	
Enhancing the public realm in major public spaces to improve visual amenity by upgrading signage, placing power lines underground and improving drainage.	Continue to work with external agencies to seek funding opportunities for undergrounding power lines.	Although no external funding was secured, undergrounding of power lines was undertaken at the intersection of Armstrong and Ararat Streets.	





STRATEGIC OBJECTIVE

Maintain and enhance community infrastructure to ensure safety and accessibility by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Maintaining and creating footpaths and kerbs with consideration and consultation for accessibility.	Ensure all new footpaths and renewal works are maintained to Council's approved standards and are compliant with the <i>Disability Discrimination Act</i> .	Achieved.	
Reviewing, funding and delivering the revised rural roads maintenance program.	Finalise the review of the Rural Road Hierarchy in accordance with proposed road hierarchy and risk rating – to be presented to Council for adoption in 2015-16.	Adopted by Council in June 2016.	
	Commission and complete a study into a future north/south rural arterial network (west of the Ballarat Link Road) in line with the Ballarat Transport Strategy and the Sustainable Transport Strategy.	REASON NOT 100% COMPLETED This study has been incorporated into the review of the Ballarat Road Transport Strategy and a contract is due to be awarded in early 2016-17. The Sustainable Transport Strategy is incorporated within the Ballarat Strategy.	
Implementing the Public Toilet Strategy that provides for an adequate level of amenity across the city, adopting accessibility and safety design elements.	Deliver updated public toilets, including rebuilding the facility in the Howitt Street shopping strip and constructing a new facility at Alfred Deakin Place in the CBD.	Completed.	

STRATEGIC OBJECTIVE

Manage Council's natural and physical assets sustainably by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Asset Renewal Strategy for Council's core infrastructure.	Implement the Asset Management Improvement Program to ensure Council is managing its assets in accordance with industry-best practice.	REASON NOT 100% COMPLETED As part of the Building Management Plan, the Building Assets Renewal Program continued per the Buildings Asset Management Plan (AMP).	
Increasing investment in asset renewal to the recommended renewal targets and incrementally growing investment in asset maintenance to recommended levels.	Review and refine Asset Management Plans (AMPs) and Service Plans and use AMPs to inform Council's Long-Term Financial Plan.	Progress was made in the advancement of AMPs across asset classes in line with the schedule.	
Completing Asset Management Plans (AMPs) for all asset classes including the city's statues, fountains and monuments and the two Council-owned caravan parks.	Complete AMPs for Council buildings and present to Council for adoption.	REASON NOT 100% COMPLETED This AMP was advanced and is due to be adopted in 2016-17.	
Preparing long-term Asset Management Plans and maintenance standards for the Ballarat and Buninyong Botanical Gardens and Lakes Wendouree, Learmonth, Burrumbeet and Esmond.	Complete AMPs for all Recreation & Open Space and present to Council for adoption.	REASON NOT 100% COMPLETED This AMP was completed and will be presented to Council for adoption in late 2016.	



The Ballarat Botanical Gardens – details on how Council preserves, manages and enhances Ballarat's natural and built heritage starts on page 102.





6.3

PERFORMANCE

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.

Community members enjoying Harmony Fest in March 2016 – details can be found on page 15.

PERFORMANCE: 6.3**PEOPLE & COMMUNITIES****OUR COMMITMENT TO HEALTH & WELLBEING**

We will impact the health and wellbeing of our community, 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, by:

- » Providing key social, cultural and emergency services and initiatives that will improve the personal, physical and mental health of residents of all ages.
- » 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.
- » Working towards increased personal and community safety and more equitable access to health and community services through greater awareness and monitoring.
- » Working towards increased access, opportunities and support for lifelong learning and skills development by providing library services across the city.
- » Prioritising improved health, development and learning outcomes for children with an ongoing emphasis on becoming a child-friendly city.
- » Working towards increased community harmony that celebrates, acknowledges and respects cultural diversity.
- » Fostering a greater awareness of the effects of climate change and implement timely emergency responses.

HIGHLIGHTS

We are pleased to report the following highlights for 2015-16 – further details can be found in the detailed reporting section following:

- » Delivering Ballarat's first inclusive play space at Victoria Park.
- » Delivering two new outdoor aquatic play spaces in Sebastopol and Ballarat East following the success of the first one in North Ballarat and planning for an additional play space at the Ballarat Aquatic & Lifestyle Centre which will include a water slide.
- » Investing in further amenity improvements at the Eureka Swimming Complex.
- » Hosting the Matildas v New Zealand Ferns soccer match prior to the Olympic Games at the Ballarat Regional Soccer Facility at Morshead Park.
- » Delivering a significant upgrade (oval reconstruction and lighting) at the Alfredton Recreation Reserve.
- » Upgrading a significant number of neighbourhood playgrounds and parks across the city.
- » Seeing the 3-year/\$900,000 investment in Buninyong, Learmonth and Miners Rest come to fruition through the Engaging Communities Program.
- » Introducing the Engaging Communities Program in Sebastopol, Brown Hill and Cardigan Village to facilitate and seed local neighbourhood investment.
- » Investing \$300,000 in empowering local groups and organisations through the Community Impact Grants Program.
- » Investing further in book stock for the city's libraries.
- » Advancing the Sebastopol Library redevelopment project.

CHALLENGES/ DISAPPOINTMENTS

In 2015-16, we faced the following challenges and disappointments:

- » Not progressing as much as planned on the development of a Community Services and Infrastructure Plan.
- » Not yet securing \$10 million in Federal funding to bridge the gap for desired project funding of \$24 million for the redevelopment of the Wendouree Sports and Events Centre.

LOOKING AHEAD

In 2016-17, we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Pushing ahead with the redevelopment of the Sebastopol Library.
- » Completing the audit program of Council-owned facilities based on utilisation.
- » Delivering a water slide (per current budgets) at the Ballarat Aquatic and Lifestyle Centre.
- » Delivering a further investment of \$4 million in projects per the Sport & Recreation Strategy.
- » Progressing the development of a regional motorsports facility.

OUR PERFORMANCE 2015-16

In this section we report on our performance in 2015-16 against the Council Plan 2013-17. Where relevant we have included references to other sections of this Annual Report.

OUTCOME 1

A STRONGER AND MORE CONNECTED COMMUNITY

More people actively participating in community life





STRATEGIC OBJECTIVE

Provide and promote services and initiatives that encourage lifelong learning by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Library Services Strategic Plan 2012-17, including establishing a Digital Literacy Program.	Continue to finalise actions of the Strategic Plan and provide programs that support the development of digital literacy skills in the wider Ballarat community.	REASON NOT 100% COMPLETED \$600,000 received as part of the Living Libraries Funding was used for the \$1.85 million redevelopment of the Sebastopol Library and a comprehensive Service Delivery Plan was produced for the redeveloped facility that includes increased opening hours and programs. This project is ongoing and is due to be completed in 2017.	
Building awareness of libraries as community hub spaces and broadening service delivery towards learning services.	Continue to build on the provision and development of a diverse range of learning programs at the city's libraries that support lifelong learning and meet community needs and expectations.	Continued to provide and develop a successful suite of learning programs.	
Providing Radio Frequency Identification (RFID) technology to facilitate the throughput and self-checkout of library materials.	Continue to refine the RFID technology in the city's libraries to improve customer service by freeing up staff time, enabling more opportunities for staff to interact with customers and provide more programs.	This project was completed and is operating successfully, creating benefits for staff and users.	
Supporting Ballarat's Neighbourhood Houses to play a local role in delivering community strengthening through their lifelong learning programs.	Continue to promote programs, services and initiatives offered by the Neighbourhood Houses and their partners.	This project was completed. Working with the community, a partnership was formed to support resources at the Neighbourhood Houses.	


STRATEGIC OBJECTIVE

Plan, develop and manage diverse and accessible community infrastructure to support the needs of both established and new growth communities by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing a Community Services and Infrastructure Plan to better guide, assess and decide upon future community infrastructure investment.	Implement recommendations from the Plan.	REASON NOT 100% COMPLETED Development of the Plan advanced – it is expected to be adopted by Council in 2016-17.	 50%
Reviewing governance and conditions of use for Council-owned facilities, including Early Years and Seniors facilities, to ensure alignment with Council's health and wellbeing priorities.	Continue this process across all Early Years and Seniors facilities.	Governance conditions have been reviewed for all facilities per the schedule.	 100%
Undertaking an audit of Council-owned facilities to assess accessibility, current utilisation and opportunities to adapt for future use.	Submit a Budget bid to conduct a full audit of facilities based on utilisation.	REASON NOT 100% COMPLETED Audits have been completed for 50% of facilities. The remaining 50% are to be completed in 2017 in conjunction with the Infrastructure Utilisation Plan.	 50%
Establishing new Early Years facilities in the new suburb of Lucas and the growing suburb of Miners Rest.	Provide relevant advice on operational and regulatory requirements for the Early Years component of the new facility at Lucas to support the design of the facility and ensure it is successfully up and running in 2017.	REASON NOT 100% COMPLETED Continued stakeholder engagement role for the Lucas facility including finalisation of the service user agreement. A change of scope forced delays to the project – it is now on track to be up and running by the start of 2018.	 25%

STRATEGIC OBJECTIVE

Foster community pride and participation through delivery of community events by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Delivering and having influence over Council supported community events and facilities that cater for different genders, life stages, backgrounds and abilities and considers accessibility, health and wellbeing requirements.	Continue to deliver a program of community events including the Seniors Festival, Harmony Fest (in partnership with local cultural associations) and Children's Week events.	All scheduled community events were successfully delivered.	 100%

STRATEGIC OBJECTIVE

Deliver initiatives that build capacity and promote healthy behaviours in young people by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing and implementing a new Youth Strategy 2013-17.	Finalise the Youth Strategy and present to internal and external stakeholders and present to Council for adoption. Implementation is due to begin in September 2015.	REASON NOT 100% COMPLETED The Plan was not adopted in 2015-16 and is now due for adoption in 2016-17. However, consultation with the youth sector has taken place and some actions were implemented in partnership with schools, youth agencies and Council's Youth Council.	 75%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Conducting a feasibility study for the development of a Youth Precinct.	The feasibility study review has been included as part of the Youth Services review undertaken in 2014. Recommendations for a future youth space will be discussed with Council in 2015.	No funding was allocated in the 2015-16 Budget to undertake the study. Recommendations for a youth space are being considered as part of the development of design concepts for the Library/ Civic Hall Precinct.	100%
Supporting the youth sector to address the impact on young people of local priority youth issues including bullying, alcohol and substance misuse, family and relationship breakdown and mental health.	Continue to partner with local providers to develop and support innovative approaches to address these issues.	REASON NOT 100% COMPLETED Actions from the Youth Strategy were implemented per scheduled time frames in partnership with schools and youth agencies, including youth-led forums and initiatives in the priority areas of bullying, cyber safety, drugs and alcohol.	50%

OUTCOME 2

A WELL-SERVED COMMUNITY

Best possible services that support residents at all stages of their lives

STRATEGIC OBJECTIVE

Deliver a range of services to seniors and people requiring care to support their participation in the community and independent living by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Reviewing the Positive Ageing Strategy 2008-13 and incorporating findings into a new Strategy for 2015-18.	Finalise items for delivery in the Action Plan such as training and induction for members of the Positive Ageing Committee.	Key actions from the Positive Ageing Strategy were implemented, including the Ballarat Seniors Festival and Senior of the Year Programs.	100%
Continuing the delivery of the Active Service Model for Home and Community Care (HACC) clients to maximise their mobility, physical activity and quality of life.	Review the HACC service delivery model in line with transition to the Commonwealth Home Support Program (CHSP) guidelines.	The transition from HACC to the Commonwealth Home Support Program commenced.	100%
Expanding Library Outreach Services to senior residents in their homes and in Ballarat's Aged Care facilities.	Continue to deliver Library Outreach Services through the Outreach Vans and the Home Library Services Program to a number of Ballarat's Seniors facilities and Planned Activity Groups.	Delivery of this service continued and was expanded to HACC clients.	100%

STRATEGIC OBJECTIVE

Plan, develop and manage programs and facilities that support early years development by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Reviewing the current Municipal Early Years Plan (MEYP) and incorporating recommendations into a new MEYP for 2013-18.	The MEYP Executive partnership group will oversee the implementation and evaluation of the MEYP.	Implementation of 2015-18 MEYP strategic priorities continued through MEYP Working Groups.	100%
Developing and implementing an Early Years Infrastructure Plan 2013-17 including the upgrade of current facilities and the design and construction of new kindergartens.	Review and update the Early Years Infrastructure Plan.	Recommendations from the Community Services and Infrastructure Plan were implemented.	100%
Seeking partnership funding and support for Parent Place.	In partnership with key stakeholders, work to ensure Parent Place continues to meet the needs of Ballarat families.	Continued to seek funding for the delivery of children's services at Parent Place services in its new location within the CBD.	100%
Developing and implementing an Early Years Literacy and Numeracy Strategy in partnership with stakeholders.	Implement the Strategy and secure funding when required and available – this will be a subgroup under the MEYP implementation structure.	The MEYP Literacy and Numeracy Action Plan was implemented and activities were reported to Council via the MEYP Executive Partnership.	100%

OUTCOME 3**A HEALTHY LIFESTYLE FOR ALL IN OUR COMMUNITY**

More opportunities for residents to improve their personal health and wellbeing

STRATEGIC OBJECTIVE

Facilitate greater participation in sports and recreation for people of all ages, abilities and gender by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Planning, designing and constructing a 50-metre indoor heated pool with indoor aquatic play space elements at the Ballarat Aquatic & Lifestyle Centre (BALC).	Continue to develop a range of aquatic facilities across the city to meet the needs of the community, including the provision of an additional outdoor play space.	Indoor aquatic play space elements have been scoped and are due to be delivered in 2016-17 at BALC within current budgets. (The 50-metre pool was completed in 2014-15)	100%
Delivering a regional Inclusive Playspace incorporating partner contributions at Victoria Park.	Complete concept designs and put to tender by mid-2015 and deliver the project by November 2015.	The Inclusive Playspace was completed and opened in March 2016.	100%
Engaging with the community to plan and deliver further neighbourhood water play facilities.	Provide additional resources for the further development of aquatic play spaces across the city.	Aquatic play spaces were completed and opened at Victory Park in Sebastopol and the Eureka Swimming Complex in 2015-16.	100%
Undertaking upgrades to the visitor amenities at the Eureka Swimming Complex.	Undertake upgrade works to the change rooms, entrance and kiosk as well as develop the aquatic play space area.	Works to the Eureka Swimming Complex were completed and delivered prior to the season opening in 2015.	100%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Finalising and implementing a new Sport & Recreation Strategy to guide future recreation infrastructure allocation.	Develop sport-specific strategies using the guiding principles of the Strategy. Additionally, undertake a fees and charges study to ensure equitable use of recreation facilities for all users in the community.	Implementation of the Strategy continued with a focus on consultation with major participation sports as well as further work on the Cycling/Mountain Biking, Rowing and Basketball Strategies. Master planning is to commence and be completed at White Flat and City Oval.	
Completing projects as outlined in the 5-Year Recreational Asset Program.	Undertake planned works per the Recreational Asset Program.	Scheduled projects have been delivered, such as the redevelopment of the Alfredton Oval. The major projects are reported on in the Overview section of this annual report starting on page 12.	
Encouraging the development of family-friendly sporting clubs by reviewing Council's occupancy agreements for recreation reserves and facilities to include clear guidelines and linkages to relevant state and federal legislation regarding smoking, responsible service and supply of alcohol, and gaming.	Continue to work toward the development of smoke-free recreation facilities across the city. Work to implement a strategic position on occupancy agreements for recreation facilities as part of the Fees and Charges Strategy.	REASON NOT 100% COMPLETED Occupancy agreements continued to be reviewed and revised to incorporate elements of a smoke-free environment, with all due to be completed as part of the end-of-season review in October 2016.	
Working 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 actions contained in the City of Ballarat Bicycle Strategy	Continue to deliver capital and recurrent works outlined in the adopted Ballarat Bicycle Strategy 2014. These include works in Dowling Street between Norman Street and Grevillea Road and in Giot Drive between Dowling Street and Forest Street.	Scheduled works were completed.	
	Support primary schools to deliver the VicHealth Walk to School Program for 2015 and ongoing Walk to School activities.	The Walk to School Program was implemented and funding has been secured to deliver a pilot program to encourage ongoing walk to school activities.	
Working with the current stakeholder and tenants of the Hollioake Park Precinct to prepare a Precinct Master Plan for future indoor sport redevelopment options.	Continue development of the Precinct Master Plan for Hollioake Park – to be completed in early 2015.	Initial landscaping works have been completed. Stakeholders have been asked to scope future projects for consideration in the Recreation Capital Program. Ideas from the Precinct Master Plan will be fed into this process.	
Planning and advocating with all indoor sporting associations and stakeholders for an integrated solution for indoor sport.	In partnership with Federal and State Governments, local clubs and associations, progress the \$24 million Wendouree Sports and Events Centre project.	REASON NOT 100% COMPLETED The Wendouree Sports and Events Centre was scoped and works are to commence in late 2016. A live application is currently with the Federal Government's National Stronger Regions Fund to bridge the gap between the current commitment of \$14 million (\$9m State, \$5m Council) and the desired project funding of \$24 million.	
Undertaking background research to investigate the requirements for developing a regional motorsports facility progressing into feasibility in 2014-15.	Present the feasibility study (completed in 2015) which identifies a suitable site for the facility to Council for adoption. The next stage will be the funding and acquisition of the site.	REASON NOT 100% COMPLETED A lobbying document was endorsed by Council in May 2016 and a working group is progressing with a recommendation of a preferred site.	

STRATEGIC OBJECTIVE


Develop health planning and promotion programs and policies that support healthy eating and food security by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Supporting community initiatives that increase access to healthy food and develop knowledge and skills around healthy eating.	Gather further evidence around local food security initiatives with VicHealth and Monash University. Implement objectives around food priorities and community initiatives including community gardens.	In conjunction with Ballarat Community Health, a feasibility study for the development of a community food hub was conducted.	100%
Promoting and implementing strategies to support good nutrition, improved oral health and increased physical activity through Early Years services and partnerships.	Develop a strategy for childhood health as a subgroup under the Municipal Early Years Plan (MEYP) implementation structure.	The strategies in the MEYP support childhood health. A working group was established and a communications plan and advocacy was promoted through the Health Partners group.	100%
Monitoring demand and diversity of Home and Community Care clients to ensure delivery of an efficient and nutritious home-delivered meals service, Meals on Wheels (MOW).	Undertake a tender process for the MOW meal provision service to ensure the quality and diversity of meals meets the needs of MOW clients.	A tender was completed in April 2016 with diversity needs included in the new contract.	100%
	Continue the existing four community meal programs and commence one new program.	The existing community meal program continued and a new program was introduced, with the possibility of another new program in 2016-17.	100%
	Explore the viability of an independent MOW Volunteer Hub and Distribution Centre.	A new MOW Centre opened at its new location at City Oval in May 2016.	100%
	Commence a revised Health & Safety Program for MOW volunteers.	A revised Health & Safety Program was implemented for volunteers at the new MOW Centre.	100%

STRATEGIC OBJECTIVE

Cultivate partnerships to address local health and wellbeing issues effectively and equitably by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing and implementing a Health and Wellbeing Partnership Plan, 'Our Partners in Health 2015-18' in conjunction with key stakeholders such as the Department of Health and other local health and welfare service providers.	Implement programs targeting priority areas such as increasing physical activity, reducing tobacco-related harms, improving healthy eating and food security, and promoting gender equity.	A number of key health promotion projects were delivered, including the Walk to School Program, the Western Bulldogs' Sons of the West – Men's Health Project, and the H30 Challenge.	100%
Developing and implementing an 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.	In conjunction with Community Indicators Victoria (CIV) and VicHealth, develop a community survey to provide local evidence on health and wellbeing priorities and to allow ongoing monitoring of health and wellbeing indicators as described in the Council Plan.	REASON NOT 100% COMPLETED The CIV survey was not pursued because the City of Ballarat's data valuation is based on data supplied by the State Government, much of which is not due until later in 2016.	25%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing and implementing a Community Engagement Framework.	Develop and implement the Framework.	The Framework was completed and will be presented to Council for adoption in October 2016.	

OUTCOME 4

EQUAL ACCESS AND INCLUSION FOR ALL

Better access and inclusion for all residents across all areas



STRATEGIC OBJECTIVE

Determine Council's role in the provision of social housing by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Facilitating provision of social housing in the municipality, in partnership with housing organisations and other relevant stakeholders.	Develop links to the Ballarat Strategy and the Municipal Strategic Statement (MSS). Assess the feasibility of using Council resources such as land, buildings and airspace to support social housing development in strategic partnership arrangements.	Participated in the Ballarat Partnership Working Group on housing issues and initiatives.	

STRATEGIC OBJECTIVE

Plan for and consult with stakeholders to ensure access and inclusion for all by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Reviewing the Disability Access and Inclusion Plan 2011-13 and incorporating findings into a new Plan for 2013-17.	Complete internal and external consultation and develop an action plan.	A number of key actions and initiatives from the Disability Access and Inclusion Plan were implemented, including the delivery of the Inclusive Playspace in Victoria Park.	
Determining Council's role in the development and implementation of the National Disability Insurance Scheme (NDIS). <i>The roll-out of the NDIS in the Central Highlands Region is currently scheduled to commence in early 2017.</i>	Continue to stay informed about the process, timelines and any developments associated with the introduction of the NDIS in Ballarat.	Planning for the introduction of the NDIS continued in conjunction with the Federal Government.	

STRATEGIC OBJECTIVE

Acknowledge, support and value cultural and gender diversity by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Reviewing and updating the Cultural Diversity Strategy 2009-14.	Analyse the community recommendations raised at the Multicultural Summit 2014 and undertake further research within the Culturally and Linguistically Diverse (CALD) community.	The Strategy is complete. Work commenced on the draft Cultural Diversity Strategy 2016-20 for implementation in accordance with the four identified priority areas of action.	

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Creating a Gender Equity Strategy ensuring Council services, facilities and agreements reflect gender equity and accessibility.	Implement actions outlined in the Gender Equity Strategy.	REASON NOT 100% COMPLETED Input was provided to the State Government Gender Equity Strategy. The City of Ballarat Management Team attended unconscious bias training. More internal stakeholder engagement is needed and this is scheduled for 2017.	
Piloting a Multicultural Information Place (MIP) welcome desk at the Ballarat Library and Community Hub in partnership with Ballarat Regional Multicultural Council, Centre for Multicultural Youth and Ballarat Community Health.	Following the successful piloting of the MIP welcome desk at the Ballarat Library, seek ways to upscale and integrate the MIP desk operations to cover a whole-of-library approach and explore new ways of operating the service to better meet the needs of the CALD community.	Opportunities were provided for MIP volunteers to undertake hands-on training in customer service and administration skills. Updated information relevant to the CALD community was provided.	
Increasing engagement and participation in the multicultural community through the Multicultural Ambassadors Program.	Continue to strengthen the program by inducting a new group of Multicultural Ambassadors (the fourth group) and continue to deliver a range of initiatives and projects.	A new group of Multicultural Ambassadors was inducted and they are currently leading various initiatives and projects within their communities in the areas of cultural awareness, advocacy for CALD groups (eg. refugees), CALD sports and art, and education and training.	
Implementing service delivery as the regional certifying body for visa applications via the Regional Sponsored Migration Scheme Program.	Continue to support the workforce needs of employers in the Grampians region by providing local knowledge in the assessment of the Regional Skilled Migration Scheme sponsorships.	Additional employer nominations were targeted by marketing the Regional Certifying Body Program for this service to continue beyond 2017.	
Implementing the Reconciliation Action Plan (RAP) 2014-17.	Implement the current RAP in consultation with the Koorie Engagement and Action Group (KEAG).	REASON NOT 100% COMPLETED Implementation of the current RAP commenced and is due to be completed in 2017 per scheduled time frames.	
Exploring further options to sustain the Culturally and Linguistically Diverse (CALD) Careers Education and Employment Pathways (CEEP) Program.	Commence the DEECD-funded CALD CEEP program and seek to extend this program to men, women and youth in the CALD community throughout the Grampians region.	REASON NOT 100% COMPLETED The program delivery continued – the current program is due to finish in December 2016. Commenced seeking opportunities for further funding to extend the program.	
Facilitating international cultural connections to strengthen harmony within the community, including the Inagawa (Japan) Sister City Program and the Friends of Ainara Friendship City Program.	Support initiatives that will progress the friendly and economic understanding between Ballarat and Inagawa.	Activities were undertaken to promote this relationship. Planning is underway for a delegation to visit our Sister City, Inagawa, in 2016-17.	
	Continue to support the Ainara Government as they undergo the process of decentralisation within their municipalities.	Expertise and advice on Australian Local Government was provided to the Ainara Government.	

OUTCOME 5

A SAFE CITY

Better personal and community safety for all residents

STRATEGIC OBJECTIVE

Develop and implement policies and programs to promote community safety and personal wellbeing by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Community Safety Action Plan 2014-17.	Continue to work with stakeholders to implement key actions from the Plan to address community safety priorities including alcohol and other drug issues, and CBD public safety.	Key actions were implemented including the City Safe Taxi Rank, Public Place CCTV, and targeted place-based safety improvements across the city.	100%
Progressing promotion and implementation of the Community Charter for the Prevention of Violence Against Women.	Continue to work with partners to promote the charter and deliver activities such as White Ribbon Day and the Act@Work Program.	The Act@Work Program was implemented across Council and continued to support partners in implementing the PVAW Charter.	100%

STRATEGIC OBJECTIVE

Provide advocacy and support to reduce problem gambling by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing to advocate reducing the number of Electronic Gaming Machines (EGMs) in Ballarat in accordance with the City of Ballarat Gaming Policy Framework.	Continue to advocate to reduce the number of EGMs.	Information was provided through evidence updates and forums – this work is ongoing.	100%
	Continue harm minimisation strategies relating to EGMs and, more specifically, one dollar betting provisions.	Work continued in this area.	100%
Maintaining support for responsible gambling initiatives and promoting community awareness of problem gambling through facilitation of the Ballarat Responsible Gambling Committee (BRGC).	Continue to work with the city's gambling institutions to maintain support for responsible gambling initiatives to reduce harm from gambling.	Work continued and included providing ongoing facilitation of BRGC meetings, providing information through newsletters, and providing support to other stakeholders to promote awareness of problem gambling.	100%

OUTCOME 6

RESILIENT COMMUNITIES

Communities that are better able to self-manage and self-regulate

STRATEGIC OBJECTIVE

Develop and implement community / neighbourhood planning initiatives in partnership with the community by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing the Engaging Communities Program in three townships: Buninyong, Learmonth and Miners Rest.	Finalise the program in the three townships – 2015-16 is scheduled to be the third and final year of the project in these communities.	All funded projects were completed and succession plans were implemented with each of the three communities.	100%
Introducing the Engaging Communities Program in three new communities.	Introduce the program in three new communities to facilitate and seed local neighbourhood investment.	The program was introduced in the communities of Sebastopol, Brown Hill and Cardigan Village.	100%
Supporting the Delacombe Chair's Forum to implement the Delacombe Community Plan, and the Wendouree West Neighbourhood Alliance and key stakeholders.	Continue to support Ballarat South Community Hub Governance Group and Wendouree West Neighbourhood Alliance meetings.	Support continued through regular participation at Community Hub and Alliance meetings. A community planning process is underway for the Wendouree Recreation Reserve. Funding was provided for a community garden project at the Delacombe Community Hub through the Sebastopol Engaging Communities Program.	100%
Strengthening the partnership between Council and Ballarat's Neighbourhood Houses.	Develop a Memorandum of Understanding which embeds the opportunity for collaboration and joint initiatives.	Continued to partner with Ballarat's Neighbourhood Houses in the delivery of projects and initiatives.	100%

STRATEGIC OBJECTIVE

Facilitate opportunities for community capacity building by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Supporting and building capacity of community groups and members through the provision of community grants.	Continue to administer and support the Community Impact Grants Program.	The 2015-16 Community Impact Grants Program was successfully administered with \$302,000 provided to fund 77 community projects.	100%
Investigating how we can enhance community connectedness through Council's Volunteer Program.	Continue to collaborate with United Way and to support other community volunteer programs to build community capacity.	This work continued and is ongoing.	100%

STRATEGIC OBJECTIVE

Plan for and provide effective emergency services and support, including adaptation measures for climate change by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Municipal Emergency Management Plan 2014-17 and associated fire, flood and emergency risk assessment plans.	The Plan is reviewed and updated annually, and formally audited every three years. Specific training will be offered to council staff with identified emergency management roles.	The Plan was reviewed, updated and formally audited. Compliance was achieved from the audit and also stemming from this was emergency management training which was offered to council staff.	
Compiling, maintaining and promoting a list of vulnerable residents who require tailored advice, information and assistance regarding evacuation – for use by appropriate authorities.	A list of vulnerable persons is established and available to Victoria Police as required. Continue to review identified residents and update database weekly or as required.	A Vulnerable Persons Register was maintained and updated weekly. Six monthly reviews of all residents on the register were conducted.	
Promoting awareness of climate change and the risks to those most vulnerable.	Continue educating residents on the risks from emergency incidents such as fire, flood, and heatwave, in partnership with emergency services through community education programs.	In 2015, the Vulnerable Persons Register was reviewed. The purpose of this register is to be able to contact these people in the event of incidents such as fire, flood or heatwave.	



We Can Do

P&S



P&S

Band of Princes

THESE COLOURS DONT RUN
P&S BALLARAT

P&S

HipCat

Free Press

STORE

HipCat

About CODE

RAIL



6.4

PERFORMANCE

DESTINATION & ECONOMY

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 and vibrant cultural life.

PERFORMANCE: 6.4**DESTINATION & ECONOMY****OUR COMMITMENT TO HEALTH & WELLBEING**

We will impact the health and wellbeing of our community by:

- » Contributing to developing a thriving regional economy, resulting in improved and inclusive employment and education opportunities.
- » Working towards better access to active and sustainable transport options in the Central Business District.
- » Working towards creating enhanced employment opportunities through major projects such as the Ballarat Western Link Road and the Ballarat West Employment Zone.
- » Working towards improved community cohesiveness, social connections and cultural expression through participation in arts, culture and community events.

HIGHLIGHTS

We are pleased to report the following highlights for 2015-16 – further details can be found in the detailed reporting section following:

- » Finalising the decision in 2015 on the future site for the Ballarat saleyards. A development plan for the new site at Miners Rest is due for approval in 2016-17, with works to commence post-approval.
- » Holding four TenderWrite workshops in 2015-16 in support of the Ballarat Industry Participation Process - since the TenderWrite Program was introduced, more than 600 local business people have participated.
- » Progressing the Ballarat West Employment Zone to create the catalyst for future jobs for the city – this included strategic lobbying for projects within this precinct such as the Aviation Emergency Services Hub.
- » Bringing the Archibald Prize Exhibition to the Art Gallery of Ballarat which was a huge success.
- » Putting on the first-ever Ballarat Winterlude Festival.
- » Continuing to grow the city's established events, notably the Ballarat Heritage Weekend, the 2016 Mars Cycling Australia Road National Championships, Harmony Fest, Christmas Celebrations in the CBD and Summer Sundays.
- » Fostering a diverse arts and culture sector by continuing to support our major institutions such as Her Majesty's Theatre, M.A.D.E and the Art Gallery of Ballarat.
- » Delivering a significant redevelopment of Her Majesty's Theatre including replacing the seats and new carpet.
- » Receiving funding for essential heritage works at Her Majesty's Theatre.
- » Promoting public art and the live music scene across the city through the adoption of the Live Music Strategy.

CHALLENGES/ DISAPPOINTMENTS

In 2015-16, we faced the following challenges and disappointments:

- » Working through the decision-making process for the Civic Hall site redevelopment, balancing different community expectations and ensuring that actions are activated.
- » Working through the complex process of the relocation of the Ballarat saleyards and balancing community expectations of this project has been a significant challenge.
- » We haven't yet been successful in securing funding for the Emergency Services Hub project at the Ballarat Airport.
- » The ongoing challenge of working with developers to ensure the unique character of Ballarat's streetscapes, parks and gardens is maintained in new developments.

LOOKING AHEAD

In 2016-17, we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Continuing to work with stakeholders on the development of the new saleyards and commencing planning for the current site once decommissioned.
- » Progressing work on the development of the Ballarat Hospital Precinct Master Plan.
- » Progressing work on CBD access, parking and connectivity per the CBD Strategy.
- » Progressing work on the redevelopment of the Civic Hall site.
- » Continuing to attract, support and deliver a program of major community events.
- » Seeking funding to continue to deliver the Capital Works Program for Her Majesty's Theatre.

OUR PERFORMANCE 2015-16

In this section we report on our performance in 2015-16 against the Council Plan 2013-17. Where relevant we have included references to other sections of this Annual Report.

OUTCOME 1

A CITY WITH A PROSPEROUS FUTURE

Better prosperity and livability in our city

STRATEGIC OBJECTIVE

Plan and develop major projects to encourage economic growth and sustainable use of facilities by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Supporting the appointed operator of the Livestock Selling Centre to continue operation at the current site until the new site is completed.	Continue to support operations at the current site as the amendment for relocation is progressed. Make a determination on the suitability of the proposed site for a new facility.	The operator of the current site was supported and progress was made in finalising the project at the preferred site at Miners Rest.	100%
In conjunction with the Ballarat Agricultural and Pastoral Society (BAPS), determining the feasibility and the business planning for the showgrounds and develop long-term facility options.	Support BAPS to continue to consider and develop their preferred business model and potential development.	Support was provided to BAPS through the redevelopment and relocation process and the selection process for a new site.	100%
In conjunction with BAPS advocating for partnership funding for the possible relocation or redevelopment of the showgrounds.	Support BAPS to continue to identify and advocate for partnership funding.	Support was provided to BAPS in working groups, with the preferred site yet to be determined.	100%
Developing an integrated Ballarat Hospital Precinct Master Plan and Economic Activation Plan that supports the future development of the precinct.	Undertake design work to integrate disparate elements of the Hospital Precinct as the basis of a submission for funding to undertake the work. Commence a rezoning review to consider the most appropriate zone for the precinct to facilitate economic development.	REASON NOT 100% COMPLETED Work on the Precinct Master Plan continued. Due to the considerable size and scope of the project, this work will continue into 2016-17.	75%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Ballarat Aerodrome Master Plan including: <ul style="list-style-type: none"> » Reviewing management of the airport and recommending alternative operational models. » Investigating commercialisation and business models. » Continuing to enhance aviation expansion opportunities including tourism, economic and community use. » Ensuring strong linkages and integration with the Ballarat West Employment Zone. 	Work with Emergency Management Victoria (EMV) to finalise their business case for a Victorian Emergency Services Hub.	REASON NOT 100% COMPLETED The business case has been completed, with the City of Ballarat working closely with EMV. It now requires additional investment to proceed. Due to the size and scope of this project, work is to continue in 2016-17.	75%
	Continue to review the performance of the airport's management and operations and identify the long-term maintenance costs of the airport.	An operational model review was undertaken. Operational costs are to be determined from the review which will determine the revised operational model.	100%
Delivering the Ballarat Regional Soccer Facility Project. <i>This facility was completed to original specifications and delivered in 2014.</i>	Undertake further works to increase activation of the precinct and connectivity between the various assets in the precinct.	REASON NOT 100% COMPLETED Scheduled works have been completed to the design stage, with further associated works to continue. In addition, further improvements have been identified for delivery pending future funding.	75%

STRATEGIC OBJECTIVE

Develop the Central Business District to improve connections and create a vital and vibrant heart of the city by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Identifying priority projects for the CBD per the CBD Strategy, including identified works in Armstrong Street.	Prepare the necessary Implementation Plan for the reinstatement of heritage elements in the CBD, and revisit the Street Furniture Guidelines.	REASON NOT 100% COMPLETED Deferred to 2016-17. A policy is to be prepared around urban design with regard to city character elements such as verandahs.	0%
Developing a Master Plan for the re-use of the School of Mines site.	Support Federation University in developing the site.	This project was completed and the facility has attracted higher than 80% occupancy rates.	100%
Investigating alternative and active transport options including a Park and Ride Program.	Incorporate proposed Park and Ride routes in the Ballarat Strategy and commence work on developing a business case for a Park and Ride Program.	A City Circle bus trial was undertaken and is due to end in early 2016-17, with results to determine future options.	100%
Reviewing the CBD Strategy in relation to access, parking and connectivity in consultation with relevant Council departments and committees.	Develop the Ballarat Railway Station Precinct in line with the Master Plan and goods shed redevelopment. Undertake a business case to deliver a multi-deck car park in the CBD.	REASON NOT 100% COMPLETED A review of CBD parking was completed per scheduled time frames with the findings to be incorporated into the business case to be developed in 2016-17.	50%

STRATEGIC OBJECTIVE

Determine and deliver a preferred option for the Civic Hall site by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Finalising a development option for the Civic Hall site and progress design and delivery of the project.	Determine a preferred development option for the Civic Hall site based on the outcome of the community engagement process currently underway, as well as consultation with the Save the City Hall group and other stakeholders (such as the State Government regarding the relocation of a State Government department).	The preferred option was determined and adopted by Council, with initial development works to commence in the second half of 2016.	100%

STRATEGIC OBJECTIVE

Develop a vision for the redevelopment of Ballarat Railway Station in partnership with key state authorities by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing an Urban Renewal Master Plan for the Ballarat Railway Station Precinct with a focus on precinct redevelopment, parking, regional linkages, economic opportunities and mixed use.	Work with key stakeholders to implement the goods shed project including exploring commercial partners for a potential hotel development.	REASON NOT 100% COMPLETED The City of Ballarat has contributed to this important State Government project in a stakeholder capacity. Work is ongoing.	75%

OUTCOME 2

A CITY WITH A STRONG ECONOMY

Better prosperity, creativity and innovation of Ballarat's economy

STRATEGIC OBJECTIVE

Promote and support industries and businesses to enhance economic prosperity and employment opportunities by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Developing an Economic Strategy in partnership with industry that builds on Ballarat's key strengths and drivers.	Adopt the Economic Strategy.	The Strategy was adopted in August 2015.	100%
Implementing the Economic Strategy in partnership with industry that builds on Ballarat's key strengths and drivers that encourages business operation.	Prepare a marketing campaign to actively market Ballarat to both current and potential residents and investors.	Development of a 'Ballarat Capital' branding and marketing campaign was completed, leveraging the 'Ballarat, The Moment is Now' branding campaign.	100%
Developing key projects in the Ballarat West Employment Zone (BWEZ) including the Freight Facility, Innovation Centre and Bio-Energy Facility.	Undertake work to acquit the \$9.1 million in State Government funding to deliver the freight hub. We are currently seeking a funding partner for the Innovation Centre and Bio-Energy Facility – this will be considered and included in the Clean Ballarat initiative.	REASON NOT 100% COMPLETED Work continued in 2015-16, however this is a long-term project that will span several years so work is ongoing. The freight hub was released to market through an EOI process and attracted significant interest.	75%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Supporting expansion and investment attraction activities for the Ballarat Technology Park expansion at Mount Helen.	Lobby for the required funding to deliver the completed Mount Helen Master Plan.	REASON NOT 100% COMPLETED Lobbying efforts are ongoing.	50%
Supporting expansion and investment attraction activities of the Ballarat Technology Park expansion in the CBD (Tech Park Central).	Lobby for funding to complete works at this site.	Additional funding was secured and this project was completed.	100%
Maximising local participation in economic development opportunities through the Ballarat Industry Participation Plan (BIPP) – Council's procurement process.	Run the BIPP Program, including a minimum of four free TenderWrite workshops for local businesses.	Four sessions were held in 2015-16. <i>Since the Tenderwrite workshops were introduced, more than 600 local business people have participated.</i>	100%
Implementing a development facilitation resource to assist and fast track significant investment opportunities within the City.	The Investment Facilitation Group (IFG) to work more closely with RDV and promote the IFG as a competitive advantage for Ballarat. Continue quarterly Developers Forum.	The IFG met at least quarterly and progressed many projects for the city.	100%

OUTCOME 3

A CITY WITH A STRONG IDENTITY AND BRAND

A better 'Ballarat' identity and brand

STRATEGIC OBJECTIVE

Promote and support Ballarat as a vibrant tourist destination by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Marketing Ballarat as a premium tourist destination.	Continue to develop digital content that supports Ballarat as a premium tourist destination.	In close collaboration with Ballarat Regional Tourism (BRT), promoted Ballarat as a destination of choice.	100%
Developing a Destination Management Plan (DMP) that provides a strategic review of the region's long-term tourism infrastructure needs.	Continue to seek funding to implement the DMP.	REASON NOT 100% COMPLETED In close collaboration with BRT, work on the update and review of the DMP continued per scheduled time frames. This review is ongoing.	75%
Delivering a permanent facility for the Visitor Information Centre (VIC) that meets the future needs of our visitors.	Promote the new VIC located at the Ballarat Town Hall as an attraction in its own right to maximise visitation.	Visitation has increased and the VIC will now be permanently located at the Town Hall.	100%
Delivering a tourism events program for Ballarat.	Work with BRT to review the city's events program in light of deliverables and economic benefits achieved in 2014-15.	The review was completed.	100%
Delivering best practice tourism attraction and retention activities.	Review the performance of BRT and establish plans for achieving excellence in tourism results for the final two years of the funding agreement.	The review was completed.	100%
	Work with the Art Gallery of Ballarat and BRT to maximise value from having the Archibald Prize exhibition in Ballarat in 2015-16 and 2016-17.	The 2015 exhibition was a success with visitation numbers exceeding projections. Planning is well advanced for delivery of the exhibition again in October 2016.	100%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Attracting, supporting and delivering major community events including Begonia Festival, Heritage Weekend and Christmas celebrations as well as a new winter festival concept.	Continue to deliver a program of existing major events and expand the program.	Community events were successfully delivered with significant patron attraction and satisfaction levels achieved across a wide range of events. The Christmas campaign was expanded to elevate retail outcomes. The inaugural Ballarat Winterlude Festival was delivered in July 2015 and was very successful.	100%
Establishing and consolidating the Museum of Australian Democracy at Eureka (M.A.D.E) as a significant cultural asset for the city.	Work with M.A.D.E to seek funding from State and Federal Governments to expand the democracy education program.	REASON NOT 100% COMPLETED Funding opportunities were pursued, however limited funding was secured.	75%
Conducting the first review of the Service Level Agreement (SLA) for M.A.D.E.	Continue to review the SLA for M.A.D.E and report to Council.	REASON NOT 100% COMPLETED The SLA is due to be reviewed entirely in 2017 in line with the funding agreement. A review of the function and operation of M.A.D.E is to be undertaken in 2016-17 in conjunction with the review of the SLA.	50%
Developing a feasibility study and project plan for the design and construction of a Regional Archives Centre.	Seek funding for a Regional Archives Centre to progress to the next stage.	REASON NOT 100% COMPLETED The proposal received for the project was well beyond scope and the project was abandoned.	0%

OUTCOME 4

A CITY THAT CELEBRATES ARTS AND CULTURE

A richer and more diverse arts and culture sector

STRATEGIC OBJECTIVE

Provide arts and cultural programs and facilities that enhance community connection and economic development by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the Arts and Culture Strategy 2013-17.	Continue to implement the Arts and Culture Strategy.	The development of the Live Music Strategy was completed – this is a key element of the Arts and Culture Strategy.	100%
Implementing the Public Art Policy and Master Plan.	Work with the Public Arts Advisory Committee to continue to identify, plan for and fund public art across the city.	Sculptures were completed at Alfred Deakin Place in the CBD, at the Len T Fraser Reserve (the Chinese monument), in Learmonth ('The Flock') and in Buninyong (in the town square).	100%
Investigating the establishment of an arts hub, including a possible location and business case.	Continue to seek funding to advance the co-lab project.	REASON NOT 100% COMPLETED The arts hub was considered as part of the Library of the Future project at the Civic Hall site redevelopment.	50%
Undertaking a trial of public realm and private sector space activation.	Continue to present arts-based outcomes in the public realm and private sector spaces.	The Busking Strategy and permits were reviewed. Activation occurred at Alfred Deakin Place during the Archibald Prize exhibition.	100%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Preparing a Music Industry Plan designed to invigorate the live music sector in Ballarat.	Work with the Live Music Reference Group to finalise the Live Music Strategy.	REASON NOT 100% COMPLETED A Draft Strategy was completed and is expected to be adopted early in 2016-17 per scheduled time frames.	75%
	As part of the Live Music Strategy, deliver acoustic treatments to the Mining Exchange building to support live music at this venue.	REASON NOT 100% COMPLETED Scoping was completed, however this project was delayed, with delivery planned for 2016-17.	0%
Developing a functional business plan for Her Majesty's Theatre.	Develop a functional business plan.	REASON NOT 100% COMPLETED The plan was completed and is waiting to be approved by the Board of Her Majesty's Theatre.	75%
Developing an Infrastructure Plan and complete a Capital Works Program for Her Majesty's Theatre.	Finalise the design and delivery of Stage 1 (seating) of the infrastructure upgrade for the theatre.	All seating was renewed and funding was received for heritage restoration works.	100%
Delivering 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.	Support the Art Gallery of Ballarat in their plans for the expansion and the delivery of their Strategic Plan.	REASON NOT 100% COMPLETED The Strategic Plan was completed and is waiting to be approved by the Board of the Art Gallery of Ballarat.	50%
	Deliver urgent capital works to the foyer and the gallery annex. These works have been funded.	The works were completed.	100%

OUTCOME 5

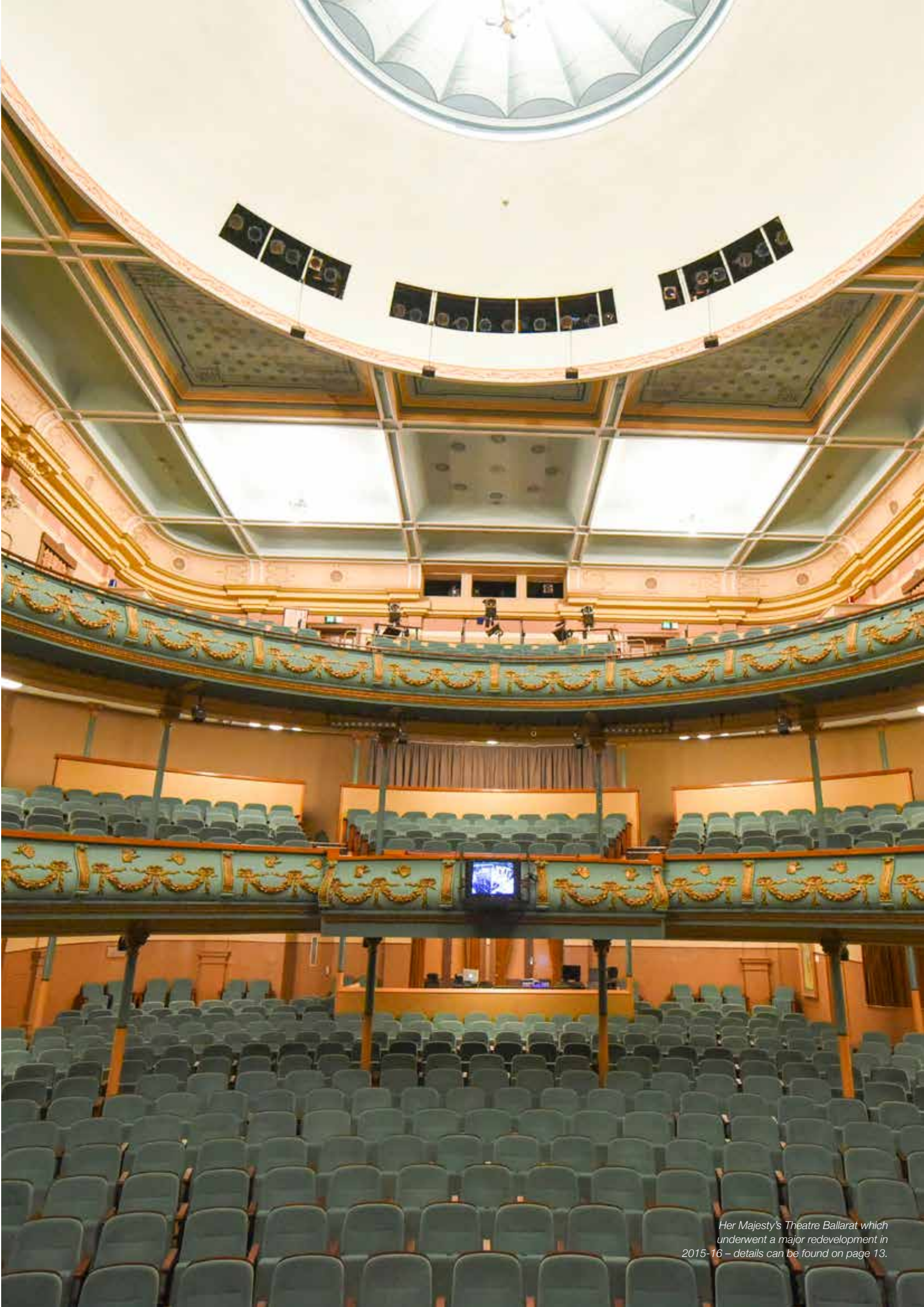
A CITY THAT CELEBRATES ITS UNIQUE CULTURE

Better community participation in celebrations of our culture and heritage

STRATEGIC OBJECTIVE

Promote and support Ballarat as a destination for premier sporting, cultural and tourism events by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Completing the Ballarat Events Precinct Master Plan and seeking external funding for key infrastructure elements of the plan.	Work with key stakeholders to implement the Ballarat Events Precinct Master Plan as funded in the 2015-16 State Budget.	The Master Plan is complete and elements of the plan, such as the Sports and Events Centre, are waiting on further funding.	100%
Implementing the Equine Precinct Master Plan.	Lobby for funding for the stabling complex.	Funding was secured and construction commenced on the stabling complex.	100%
Developing a Sustainable Events Strategy.	Build sustainability into all current and proposed Council events and ensure a full calendar of events for 2015-16 is programmed.	Sustainability elements such as waste management were incorporated into all events plans.	100%



Her Majesty's Theatre Ballarat which underwent a major redevelopment in 2015-16 – details can be found on page 13.





6.5

PERFORMANCE

MANAGING OUR BUSINESS

OUR VISION

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

The main oval at Eureka Stadium following a major upgrade in preparation for hosting Western Bulldogs AFL matches from 2017 – details can be found on page 12.

PERFORMANCE: 6.5**MANAGING OUR BUSINESS****OUR COMMITMENT TO HEALTH & WELLBEING**

We will impact the health and wellbeing of our community by:

- » Providing opportunities for citizen engagement, ensuring all Council operations are transparent and accountable, and prioritising the safety and welfare of our workforce.
- » Encouraging and increasing community participation in government processes.
- » Continuing to implement sound monitoring and reporting mechanisms to give residents confidence that
- » Council is delivering services efficiently and in a transparent manner.
- » Continuing to develop policies and initiatives that lead to a better work environment and improved health and wellbeing for our staff.

HIGHLIGHTS

We are pleased to report the following highlights for 2015-16 – further details can be found in the detailed reporting section following:

- » Launching the Central Highlands Regional Investment Plan in Canberra in May 2016.
- » Actively participating in the Central Highlands Regional Forum to advocate for Ballarat as Victoria's premier regional city.
- » Supporting the Ballarat Volunteer Awards through our sponsorship of the event and our relationship with United Way.
- » Maintaining our status in the medium financial risk category per our Long-Term Financial Strategy.
- » Continuing to use our State of the Assets report to guide decision-making as part of the Budget process (for the second year).
- » Including Performance Indicators in our Annual Report to enhance our triple bottom line reporting - as required by Local Government Victoria.

CHALLENGES/ DISAPPOINTMENTS

In 2015-16, we faced the following challenges and disappointments:

- » Not being as nimble as required in implementing changes to the *Local Government Act 1989*.
- » Not yet implementing the new Customer Relationship Management System in line with our strategic objectives in the Council Plan 2013-17.
- » Not yet upgrading the Facility Booking System in line with our strategic objectives in the Council Plan 2013-17.

LOOKING AHEAD

In 2016-17, we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Adopting a stronger focus on corporate governance processes in line with the requirements of Local Government Victoria.
- » Continuing to lobby for State and Federal funding for the next tier of Ballarat's priority projects.
- » Maintaining a focus on the development of innovative communication tools to reach diverse audiences and encourage participation from our community.
- » Continuing to use targeted promotion – especially via our range of social media accounts – to target specific audiences.
- » Continuing to create an 'open for business' environment by fast-tracking development opportunities via the Investment Facilitation Group.
- » Finalising the Service Review Program currently underway.
- » Implementing a new Customer Relationship Management System for the organisation.

OUR PERFORMANCE 2015-16

In this section we report on our performance in 2015-16 against the Council Plan 2013-17. Where relevant we have included references to other sections of this Annual Report.





OUTCOME 1

AN ORGANISATION THAT ALWAYS SHOWS STRONG LEADERSHIP & ADVOCACY

Better advance the region through strong leadership and advocacy



STRATEGIC OBJECTIVE

Advocate and lobby effectively to elevate Ballarat's priorities and interests by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Building productive forward-looking strategic relationships with our community, business and government partners to support the achievement of Council's priorities and projects.	Review the Regional Capital Plan (RCP) in light of projects funded in the 2014 State Election.	REASON NOT 100% COMPLETED The RCP was reviewed prior to the Federal Election in June 2016 and will be published and presented to the State Government in 2016-17.	
Lobbying for Council priorities for the region together with a Stakeholder Engagement Strategy.	Review the RCP to ensure it contains the next tier of Ballarat priorities.	REASON NOT 100% COMPLETED The RCP was reviewed prior to the June 2016 Federal Election. As part of the City of Ballarat's lobbying strategy in 2016, we will continue to develop existing relationships with the State Government and other key stakeholders.	
Developing significant collateral to lobby the business community and State and Federal Governments for all key projects.	Ensure that priorities from the Central Highlands Regional Investment Plan (CHRIP) are incorporated into the updated RCP.	The completed CHRIP was launched in Canberra in May 2016. This strategic document contains priorities for the City of Ballarat and for the greater region.	
Identifying options for funding opportunities for all of Council's projects.	All organisational divisions to identify relevant recurrent and capital project funding opportunities by State and Federal agencies and submit applications to assist in the delivery of the city's priorities.	External funding sources were pursued where possible – a key example in the 2015-16 financial year was a funding submission for the Wendouree Sports and Events Centre.	

STRATEGIC OBJECTIVE

Show strong regional leadership to advance the city and region by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Advocating for Ballarat as Victoria's premier regional city through participation in the Central Highlands Region Forum.	Continue to attend and actively participate in this Forum.	The City of Ballarat was represented at all seven meetings held in 2015-16.	 100%
Continuing participation in the Regional Cities Victoria (RCV) Forum.	Continue to attend and actively participate in this Forum.	The City of Ballarat Mayor and CEO attended all RCV meetings held in 2015-16.	 100%

OUTCOME 2**AN ORGANISATION THAT ALWAYS GOVERNS WITH TRANSPARENCY**

The highest level integrity in all matters of governance

STRATEGIC OBJECTIVE

Demonstrate and deliver best practice governance by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Ensuring compliance with legislation and corporate knowledge capture.	Continue to implement changes to the <i>Local Government Act 1989</i> and implement Governance Plan actions.	REASON NOT 100% COMPLETED Some changes to the Act were not implemented within the required time frame.	 50%
Managing, monitoring and reporting compliance of Insurance Liability and Risk Framework.	Continue to provide regular reporting to the Audit Advisory Committee.	Reports were provided on a quarterly basis and were adopted by Council.	 100%
Ensuring corporate reporting is provided to Council through the support of the legislated Audit Advisory Committee.	Provide regular corporate reporting to Council via the Audit Advisory Committee.	Reports were provided on a quarterly basis and were adopted by Council.	 100%



OUTCOME 3

AN ORGANISATION THAT TRULY ENGAGES ITS COMMUNITY

More capacity for engaging the community to participate in decision-making that affects them





STRATEGIC OBJECTIVE

Innovate and provide dynamic communication and engagement that encourages community participation by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing to improve the <i>Ballarat Imagine</i> Engagement Strategy to support decision-making.	Revise the Stakeholder Engagement Strategy to ensure currency and that it includes all current consultation mediums.	REASON NOT 100% COMPLETED This Strategy is due for review in 2016-17 in line with the new Council term starting in October 2016. The information gathered in this process was included in the Ballarat Strategy – this is reported on in the Destination and Economy Performance section starting on page 121.	
Innovate and deliver engagement and communication tools that reach diverse audiences and encourage participation from the community.	Assess our current social media program and expand, if required, to reach more diverse audiences and to further engage our community.	A new dedicated Mayor of Ballarat Facebook page was created. The <i>myTownHall</i> platform was developed further. Social media content was further developed.	

STRATEGIC OBJECTIVE

Identify and deliver efficient and effective ways of communicating with all sectors of the community by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Implementing the City of Ballarat Online Services to Social Strategy to facilitate accessibility to relevant information for our community.	Further expand stakeholder forums to ensure they are informative and relevant and that participants feel connected to the decision-makers.	Councillors were included as key participants in stakeholder forums.	
	Continuing to improve the functionality of our online platforms – and expand them where relevant – to ensure our websites and social media are accessible and user-friendly.	Functionality of our online community engagement calendar was enhanced and new dedicated websites were developed for the Ballarat Regional Soccer Facility and the Ballarat Aquatic & Lifestyle Centre. The City of Ballarat website is due for review in early 2017 in line with the Digital Strategy review.	
Better informing the community about Council priorities and how their rates are being used.	Expand the successful <i>myNeighbourhood</i> series of community magazine publications.	Community magazines were published for Ballarat North/Soldiers Hill, Brown Hill, Cardigan Village, Learmonth, Sebastopol and Warrenheip.	
Referring 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.	Ensure all submissions received as part of the Budget and Council Plan revision process (commenced in February 2016) are referred to the relevant Councillor Portfolios.	All submissions were referred to the relevant Councillor Portfolios for review and comment and revised against the cost benefit analysis matrix.	

STRATEGIC OBJECTIVE

Deliver innovative marketing and promotion initiatives by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Using targeted promotion, advertising and communication to strengthen Ballarat's position as Victoria's premier regional city.	Continue to target specific audiences using current communication mediums in line with our Stakeholder Engagement Strategy.	As a result of targeted content, we now have 21,300 Facebook followers (up 54%), over 5,200 Twitter followers (up 18%) and our YouTube video views increased to 36,260 (up 530%).	100%
Delivering marketing and communications support for Council's premier events such as the 2014 Asian Cup and the World Masters Rowing.	With the Asian Cup and the World Masters events now finished, we will ensure future premier events receive marketing and communication support to the highest possible standard.	Marketing and communications activities supported premier events such as the Matilda's vs New Zealand Ferns soccer match, part of the Australian team's Olympic preparation campaign at the Ballarat Regional Soccer Facility.	100%
Investigating a new branding strategy for the city which reflects the community's views from <i>Ballarat Imagine</i> .	Consider a new branding strategy for the city.	REASON NOT 100% COMPLETED This has been deferred due to the pending Council election in October 2016 and the changeover of the CEO in May 2016. It will be considered in the new Council Plan.	0%
Developing and implementing a new framework for city entrance signage.	Consider this as a component of any entrance works planned in 2015-16, such as the works planned at Victoria and Sturt Streets.	A new framework was completed that includes Victoria and Sturt Streets. This will incorporate all city entrances in 2016-17.	100%
Updating precinct signage in the Ballarat CBD.	Commence a program of signage for the CBD precinct.	REASON NOT 100% COMPLETED The renewal program commenced and will continue in 2016-17 in line with the planned schedule.	50%
Creating a strategy for getting the wins back into the community (celebrating success).	Include celebrating success in business improvement and review methodology relevant to all business units as well as in the revised Stakeholder Engagement Strategy.	REASON NOT 100% COMPLETED Deferred to 2016-17.	0%

STRATEGIC OBJECTIVE

Support and promote volunteers by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing to promote volunteering and recruit new volunteers.	Continue to support the volunteer coordinators in engaging volunteers in our programs.	Volunteer opportunities were promoted and volunteers were engaged in our Volunteer Programs including Meals on Wheels, the Ballarat Library and Her Majesty's Theatre. More details about our Volunteer Program can be found in the Engaging our Communities Section on page 34.	100%
Developing procedures to enhance volunteering opportunities within Council.	Continue to provide guidance and procedures for engaging volunteers consistently across the organisation with an emphasis on induction and support.	All new Council volunteers were inducted in line with changes to employee regulations.	100%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing to support the annual City of Ballarat Volunteer Awards.	Continue to support the Ballarat Volunteer Awards.	REASON NOT 100% COMPLETED Support was provided through our sponsorship of the event and the Volunteer of the Year Award.	0%
Working with the Volunteer Resource Centre (United Way) to promote volunteering within the community.	Continue to collaborate with United Way and other community organisations to provide positive community benefit through Council's current volunteering activities.	Our relationship with United Way was ongoing throughout the year and Council's Volunteer Coordinator is currently actively involved in the volunteer community.	100%

OUTCOME 4

AN ORGANISATION THAT ALWAYS SERVES ITS COMMUNITY RESPONSIVELY

More efficient and responsive customer service provision

STRATEGIC OBJECTIVE

Provide responsive and appropriate customer service by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Creating an 'open for business' environment by facilitating (fast-tracking) development opportunities and offering a better customer service experience.	The Investment Facilitation Group (IFG) to continue in 2015 and provide briefings to Council.	Meetings of the IFG were held four times to facilitate the fast-tracking of development opportunities and create an 'open for business' environment.	100%
Identifying and implementing an appropriate customer relationship management tool particularly enabling a rapid response to customer requests for road and footpath maintenance.	Implement a Customer Relationship Management (CRM) system to meet business/organisational requirements.	REASON NOT 100% COMPLETED The CRM was scoped for investigation and tendering in 2016-17. This was deferred until after the adoption of the City of Ballarat Digital Strategy (2016).	0%
Upgrading the presentation of Council's Customer Service areas.	Upgrade the Customer Service area in the Phoenix Building to provide a better user experience for Council's customers.	The planned upgrade was completed.	100%

OUTCOME 5

AN ORGANISATION THAT PROVIDES THE HEALTHIEST WORKPLACE POSSIBLE

Positioning City of Ballarat as an Employer of Choice

STRATEGIC OBJECTIVE

Provide a safe and supportive workplace that values and respects staff and promotes health and wellbeing by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing staff development programs for recognition, social responsibility leave, online learning, and leadership program.	Expand the current Organisational Development Program.	As a component of this program, Council's Passion for Excellence Awards Program was successfully held in December 2015.	100%
Delivering actions resulting from the Organisational Development Strategic Review process.	Continue to engage staff, focusing on the organisational values and leadership development of the management group and staff.	REASON NOT 100% COMPLETED A review of the organisational development plan was undertaken in 2015-16. Actions from this review are planned for implementation in 2016-17.	50%
Continuing to show leadership by providing work placement and training opportunities for people experiencing disadvantage.	Embed the adopted Human Resources Strategy into the organisation and focus on staffing opportunities for trainees and disadvantaged applicants.	Where possible, disadvantaged applicants were provided with opportunities within the organisation.	100%
Developing and promoting policies to increase the health and wellbeing of staff and reduce job stress.	Implement a proactive program to target staff health and wellbeing.	The program was designed and delivered across all areas of staff health, including preventative and remedial.	100%
	Continue to monitor and review policies and programs to improve the health and wellbeing of staff.	Policies relating to staff health and wellbeing were reviewed, such as <i>mywellbeing@ballarat</i> . A full list can be found in Section 5. Our People starting on page 75.	100%


OUTCOME 6

AN ORGANISATION THAT ALWAYS DEMONSTRATES ACCOUNTABILITY

STRATEGIC OBJECTIVE


Deliver financial management responsibly to ensure long-term sustainability of the organisation and its assets by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Ensuring Council remains in the medium financial risk category (as a minimum).	Align Council operations with the Long-Term Financial Strategy (LTFS) to ensure Council remains in the medium risk category.	We remained in the medium financial risk category.	100%

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Managing Ballarat's services and assets to the best of our ability in line with Asset Management Plans.	Continue to use the State of the Assets report to guide decision-making as part of the 2016-17 Budget process.	The State of the Assets report was presented to Council for consideration as part of the 2016-17 Budget process – this was the second year to do so.	
Optimising and rationalising Council assets across all asset classes for the greater community and organisational benefit.	Use Asset Management Plans (AMPs) to guide Council's decision-making in providing and maintaining Council facilities for community use.	REASON NOT 100% COMPLETED AMPs were used to guide Council in developing the Social Infrastructure Plan, which is due to be completed in 2017 per scheduled time frames.	
Instigating an effective finance committee to assist in Council's financial operations.	The Finance Committee to continue to meet regularly.	Quarterly meetings were held.	







STRATEGIC OBJECTIVE

Improve business delivery through continuous improvement initiatives by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Reviewing all services against strict criteria to determine core and discretionary services, making necessary changes to service provision.	Undertake further service review and report findings to Council – all service reviews to be completed within the term of this Council Plan.	REASON NOT 100% COMPLETED This work is on track to be completed by the end of the Council Plan period, per scheduled time frames.	

STRATEGIC OBJECTIVE

Provide efficient and secure information technology services and reporting systems through the implementation of the ICT Strategy by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Completing the implementation of the Electronic Document Management System (EMDS).	Continue to further integrate and enhance the EMDS (implemented in 2014-15).	REASON NOT 100% COMPLETED Program enhancements and training to be delivered in 2016-17 in line with the planned schedule.	
Replacing the Community Care and Access Management system including mobility systems.	Implement the Carelink Plus system.	The new system was implemented and went live in June 2016.	
Implementing reporting and analytic services that include corporate search capability.	Continue regular reporting across the organisation.	Reporting was provided to Council quarterly as a part of the financial reporting process.	
Implementing Council Plan and Performance Reporting system that includes triple bottom line reporting.	Enhance the triple bottom line reporting by including Performance Indicators in Council's Annual Report as required by Local Government Victoria.	Performance Indicators were included in the 2014-15 Annual Report.	
Implementing a new Customer Relationship Management (CRM) system.	Collate business requirements for the tendering process for a new CRM system.	REASON NOT 100% COMPLETED The project was deferred and this is now included as an action for investigation as a part of the Digital Strategy review in 2016.	
Reviewing and replacing Family and Children's Services software.	Implement the replacement of the Family and Children's Services software.	REASON NOT 100% COMPLETED Scoping was completed with implementation planned for 2016-17 per scheduled time frames.	

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Upgrading the Facility Booking System.	Investigate the implementation of an external facility booking system.	REASON NOT 100% COMPLETED The booking system review was deferred to 2016-17. This will be investigated in the implementation of the CRM in line with the Digital Strategy review in 2016.	0%

STRATEGIC OBJECTIVE

Promote the use of environmentally sustainable practices throughout the organisation by:

ACTIONS	WHAT WE SAID	WHAT WE DID	%
Continuing implementation of the actions from the Environment Sustainability Strategy (ESS) that are targeted at Council's own operations and include these in Business Unit plans.	Include ESS initiatives in Business Unit planning for 2016-17 in line with the overarching methodology of Clean Ballarat.	The ESS is embedded in the Ballarat Strategy and all Business Unit planning activities include reference to the Strategy.	100%
Reviewing the ESS and use the findings to develop a new ESS for the post-2014 period.	Adopt the ESS in early 2015-16 and integrate into the Ballarat Strategy and deliver action items.	The ESS was integrated into the Ballarat Strategy.	100%
Determining a model for community engagement for the ESS.	Consider a community engagement model to be adopted as part of the Ballarat Strategy.	A comprehensive community engagement model was adopted as part of the Ballarat Strategy which features public consultation and exhibition.	100%
Reviewing the Climate Change Risk Assessment.	To be reviewed in 2015-16.	The Ballarat Strategy addresses and responds to the relevant elements of the Victorian Government's Climate Change Adaptation and Risk Framework, ensuring strategic direction aligns with State Government best practice.	100%
Educating Council departments on the requirements and methodology of adapting to climate change.	Include climate change as a core consideration in all Business Unit planning in line with Clean Ballarat and ensure education activities are included in the ESS. This is to continue throughout the life of this Strategy.	Climate change was included as a core consideration in all business planning activities. Education on climate change focused on challenges, risks and opportunities.	100%
Investigating more efficient consumption of utilities in Council buildings.	Continue a program of energy audits on existing and new Council facilities. An increase in funding for these initiatives is included in the 2015-16 Budget allocation.	Energy audits incorporated energy efficient design and initiatives.	100%



7.

OUR FINANCIAL PERFORMANCE

ANNUAL FINANCIAL REPORT
For the year ended 30 June 2016

FINANCIAL REPORT SUMMARY

A detailed report on Council's financial performance can be found in the Financial Statements starting on page 146.

WHAT ARE OUR OVERALL FINANCIAL GOALS?

Council is focused on planning for growth in a sustainable way while maintaining present and proposed assets. The municipality of Ballarat is growing at a rate consistent with a regional capital city (reported at greater than 2%). Long-term financial sustainability continues to be one of the key objectives of the organisation, with our overall financial goal to remain in the medium financial risk category. This allows Council to borrow for the needs of our growing city as well as deliver the necessary projects and services that our community needs and wants. A key focus of Council's financial operations is to deliver the projects outlined in each year's Budget and maintain the financial flexibility to deal with unexpected financial opportunities while delivering a financial result within the organisation's overall long-term financial strategy.

WHAT WAS OUR OVERALL FINANCIAL PERFORMANCE?

At the end of the 2015-16 financial year, Council's financial performance remained within the parameters set out in Council's Long-Term Financial Strategy. Council's rating strategy has been created and adopted with this in mind, including within the parameters of the Fair Go Rates System. Over several years Council has recognised the need to plan for the future growth of the city. With current infrastructure and services requirements combined with requirements relating to the rapid expansion – especially in Ballarat West – Council modified the financial strategy to cater for these needs. In 2015-16 the operating result saw a positive result of \$31.8 million.

HOW MUCH CASH DO WE HAVE ON HAND?

At the end of the 2015-16 financial year, the City of Ballarat had reported cash holdings of \$62,395 million. The increase in funds held was due to major projects that are funded and span more than one financial year. Unallocated project funding will be carried forward to the 2016-17 financial year. 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 Council's Long-Term Financial Strategy is to ensure we have sufficient funds each year to meet all obligations and deliver all essential capital projects and services within an appropriate time frame.

WHERE DID OUR MONEY COME FROM?

The majority of Council's income – greater than 50% – is achieved through rates and charges with the next largest category being user fees with income reported at greater than \$24 million.

Figure 7.1: Council Income 2015-16

This graph shows the breakdown of Council's income.

Rates & Charges	\$98,179
Statutory fees and fines	\$3,058
User fees	\$24,898
Grants - operating	\$19,172
Grants - capital	\$13,772
Contributions - monetary	\$1,355
Contributions - non-monetary	\$15,904
Total income	\$184,490

WHERE DID WE SPEND OUR MONEY?

Employee benefits continue to be the greatest area of Council expenditure, followed closely by materials and services. These two areas of expenditure are critical in the delivery of services to the Ballarat community. In an effort to minimise the impact of the Fair Go Rates System, in 2015-16 Council conducted a review of our service provision and internal systems to generate savings to negate the reduction in rates income – this is reported in the Best Value section of this report starting on page 54.

Figure 7.2: Council Expenditure 2015-16

This graph shows the breakdown of Council's expenditure.

Employee benefits	\$58,642
Materials and services	\$55,533
Bad and doubtful debts	\$701
Depreciation and amortisation	\$31,549
Borrowing costs	\$2,139
Fair Value adjustments for investment property	\$1,132
Other expenses	\$2,964

WHAT DO WE OWN?

At the end of the 2015-16 financial year, the City of Ballarat's community asset base was worth \$1.6 billion. This is consistent for a city with a population greater than 100,000. The challenge financially is to continue to plan and invest in maintaining infrastructure and delivering services for the community. The City of Ballarat has detailed Asset Management Plans in place to effectively maintain all assets for the benefit of all residents.

WHAT DO WE OWE?

Council has undertaken a borrowing program to enable the delivery of major projects and critical infrastructure to cater for the needs of our growing community into the future. Council borrowings compared to rates are reported at a ratio of 49.20%.

WHAT DID WE DELIVER?

Council continued to invest heavily in capital works across the municipality as reported elsewhere in this annual report. While Council acknowledges that we still face challenges in providing sufficient resources to meet the growing infrastructure needs of our city, the allocation for these projects has continued to increase each year.

WHAT IS OUR FINANCIAL SUSTAINABILITY?

The City of Ballarat is classified in the medium financial risk category at 30 June 2016, as represented in the following ratios.

Ratios

Rate revenue to total recurrent revenue
53.2%

User fees to total recurrent revenue
13.5%

Total debt to total assets
3.0%

Total debt to rate revenue
56.4%

LOOKING AHEAD

The key financial challenge for Council will be to continue to meet the maintenance needs of the city's growing asset base and provide the services that our community needs and wants. This challenge has been compounded by the introduction of the Fair Go Rates System which has reduced Council's ability to financial plan in the longer term. In 2016-17, we will undertake an extensive service review to not only find further operational efficiencies, but also to determine whether the suite of services currently being delivered will continue in the longer term.

Glenn Kallio
Chief Financial Officer





UNDERSTANDING THIS FINANCIAL REPORT

In line with our commitment to accountability and transparency, the following information is provided to help readers understand the financial information provided in this report.

LIST OF FINANCIAL STATEMENTS INCLUDED IN THIS ANNUAL REPORT

The Financial Statements for 2015-16 provided in the detailed Financial Performance section have been prepared in accordance with the requirements of the *Local Government Act 1989*. They include the following:

- » COMPREHENSIVE INCOME STATEMENT
- » BALANCE SHEET
- » STATEMENT OF CHANGES IN EQUITY
- » CASH FLOW STATEMENT
- » STATEMENT OF CAPITAL WORKS
- » PERFORMANCE STATEMENT
- » CERTIFICATION OF THE FINANCIAL STATEMENTS
- » INDEPENDENT AUDIT RESULTS
- » NOTES TO THE FINANCIAL REPORT ENDING 30 JUNE 2016

PLAIN ENGLISH EXPLANATION OF THE FINANCIAL STATEMENTS

1. COMPREHENSIVE INCOME STATEMENT

This is often referred to as the Profit and Loss Statement and includes income earned and expenditure incurred in running Council's operations throughout the financial year.

2. BALANCE SHEET

This is a one-page summary of Council's position as at 30 June. It outlines what Council controls (Assets), what it owes (Liabilities) and its Total Equity and Net Financial Worth at the end of the financial year. Assets and Liabilities are separated into Current and Non-Current categories.

3. STATEMENT OF CHANGES IN EQUITY

During the course of the financial 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

This summarises Council's cash payments and shows all cash amounts received and cash payments made throughout the financial year. It also shows the bank balance at the end of the financial year and changes to the balance throughout the financial year.

STATEMENT OF CAPITAL WORKS

This is a summary by classification of all capital works carried out during the financial year. Classifications include Land, Buildings, Plant & Equipment and Infrastructure. The total expenditure is also classified by New Asset Expenditure, Asset Renewal and Asset Upgrades.

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 Authorities provides:

- » An improved capacity to objectively measure Council's performance, leading to better relationships between State and Local Governments
- » Better informed local communities

CERTIFICATION OF THE FINANCIAL STATEMENTS

This is made by the Chief Financial Officer, as the person responsible for the financial management of Council. Certification is made separately in respect of each statement. The Chief Financial Officer must state that, 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 REPORTS

These 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 30 JUNE 2016

These Notes 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 Financial Statements, it is necessary to provide some explanation of Council's accounting policies. These Notes also give details about many of the summary figures contained in the Financial Statements. The Note numbers are shown beside the relevant items in the Financial Statements.

FINANCIAL STATEMENTS

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Comprehensive Income Statement For the Year Ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Income			
Rates and charges	3	98,179	91,002
Statutory fees and fines	4	3,058	3,659
User fees	5	24,898	24,168
Grants - operating	6	19,172	30,686
Grants - capital	6	13,772	3,229
Contributions - monetary	7	1,355	1,850
Contributions - non-monetary	7	15,904	12,080
Net gain/(loss) on disposal of assets	8	236	(1)
Fair value adjustments for investment property	22	-	938
Other income	9	7,916	8,176
Total Income		184,490	175,787
Expenses			
Employee benefits	10	58,642	56,041
Materials and services	11	55,533	53,052
Bad and doubtful debts	12	701	591
Depreciation and amortisation	13	31,549	26,990
Borrowing costs	14	2,139	1,796
Fair value adjustments for investment property	22	1,132	-
Other expenses	15	2,964	1,656
Total Expenses		152,660	140,126
Profit		31,830	35,661
Other comprehensive income			
Net asset revaluation increment(decrement)	27 (a)	(77,511)	72,471
Comprehensive result		(45,681)	108,132

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

FINANCIAL STATEMENTS

Balance Sheet

As at 30 June 2016

	Note	2016 \$'000	2015 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	22,806	30,962
Trade and other receivables	17	12,664	8,119
Other financial assets	18	39,861	19,164
Inventories	19	370	362
Other assets	20	1,010	872
Total Current assets		76,711	59,479
Non-current assets			
Trade and other receivables	17	28	122
Property, infrastructure, plant and equipment	21	1,517,667	1,552,902
Investment property	22	6,547	7,591
Total Non-current assets		1,524,242	1,560,615
Total Assets		1,600,953	1,620,094
Liabilities			
Current liabilities			
Trade and other payables	23	7,823	6,093
Trust funds and deposits	24	3,934	3,120
Provisions	25	13,392	12,239
Interest-bearing loans and borrowings	26	3,872	8,128
Total Current liabilities		29,021	29,580
Non-current liabilities			
Provisions	25	5,108	3,135
Interest-bearing loans and borrowings	26	44,276	25,019
Total Non-current liabilities		49,384	28,154
Total Liabilities		78,405	57,734
Net Assets		1,522,548	1,562,360
Equity			
Accumulated surplus		930,674	893,976
Reserves	27	591,874	668,384
Total Equity		1,522,548	1,562,360

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

Statement of Changes in Equity

For the Year Ended 30 June 2016

	Note	Total 2016 \$'000	Accumulated Surplus 2016 \$'000	Asset Revaluation Reserve 2016 \$'000	Other Reserves 2016 \$'000
2016					
Balance at beginning of the financial year		1,562,360	893,976	663,088	5,296
Found assets	37	5,869	5,869	-	-
Adjusted balance at beginning of financial year		1,568,229	899,845	663,088	5,296
Profit(loss)		31,830	31,830	-	-
Net asset revaluation increment (decrement)	27 (a)	(77,511)	-	(77,511)	-
Transfer to other reserves	27 (b)	-	(1,001)	-	1,001
Balance at end of the financial year		1,522,548	930,674	585,577	6,297
2015					
		Total 2015 \$'000	Accumulated Surplus 2015 \$'000	Asset Revaluation Reserve 2015 \$'000	Other Reserves 2015 \$'000
Balance at beginning of the financial year		1,438,962	847,231	590,617	1,114
Found assets	37	15,266	15,266	-	-
Adjusted balance at beginning of financial year		1,454,228	862,497	590,617	1,114
Profit(loss)		35,661	35,661	-	-
Net asset revaluation increment (decrement)	27 (a)	72,471	-	72,471	-
Transfer to other reserves	27 (b)	-	(4,182)	-	4,182
Balance at end of the financial year		1,562,360	893,976	663,088	5,296

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

FINANCIAL STATEMENTS

Cash Flow Statement For the Year Ended 30 June 2016

	Note	2016 Inflows/ (Outflows) \$'000	2015 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		93,634	90,892
Statutory fees and fines		3,078	3,693
User fees		25,964	25,296
Grants - operating		19,355	30,870
Grants - capital		13,990	3,320
Contributions - monetary		1,365	1,850
Interest received		1,697	1,593
Trust funds and deposits taken		13,426	11,266
		2,595	2,480
Net GST refund		8,282	8,082
Employee costs		(56,132)	(55,174)
Materials and services		(63,206)	(60,981)
Trust funds and deposits repaid		(11,996)	(10,521)
Other payments		(1,824)	(1,822)
Net cash provided by (used in) operating activities	28	50,228	50,844
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	21	(51,651)	(50,259)
Proceeds from sale of property, infrastructure, plant and equipment		1,008	338
Payments for investments		(36,724)	(92,033)
Proceeds from sale of investments		16,027	96,397
Loans and advances made		-	(15)
Payments of loans and advances		94	65
Net cash provided by (used in) investing activities		(71,246)	(45,507)
Cash flows from financing activities			
Finance costs		(2,139)	(1,796)
Proceeds from borrowings		23,128	3,800
Repayment of borrowings		(8,127)	(4,800)
Net cash provided by (used in) financing activities		12,862	(2,796)
Net increase / (decrease) in cash and cash equivalents		(8,156)	2,541
Cash and cash equivalents at the beginning of the financial year		30,962	28,421
Cash and cash equivalents at the end of the financial year	16	22,806	30,962
Financing arrangements	30	6,034	5,636
Restrictions on cash assets	16	3,934	3,120

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

Statement of Capital Works

As at 30 June 2016

	Note	2016 \$'000	2015 \$'000
Property			
Land		48	-
Total Land		48	-
Buildings		-	14,039
Heritage buildings		706	142
Building improvements		3,739	2,330
Total Buildings		4,445	16,511
Total Property		4,493	16,511
Plant and Equipment			
Plant, machinery and equipment		3,481	2,116
Fixtures, fittings and furniture		1,293	56
Computers and telecommunications		2,116	1,411
Library books		367	564
Total Plant and Equipment		7,257	4,147
Infrastructure			
Roads		17,809	11,814
Bridges		-	196
Footpaths and cycleways		-	1,578
Drainage		-	1,303
Recreational, leisure and community facilities		13,907	4,519
Waste management		1,704	4,020
Parks, open space and streetscapes		1,717	838
Off street car parks		-	849
Other infrastructure		1,135	971
Total Infrastructure		36,272	26,088
Total Capital works expenditure		48,022	46,746
Represented by:			
New asset expenditure		6,647	22,115
Asset renewal expenditure		32,173	13,171
Asset upgrade expenditure		7,733	11,460
Asset expansion expenditure		1,469	-
Total Capital works expenditure		48,022	46,746

FINANCIAL STATEMENTS

Notes to the Financial Statements For the Year Ended 30 June 2016

Introduction

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).

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

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, Statement of Capital Works 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 (Planning and Reporting) Regulations 2014.

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 1

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (j)).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (k)).
- the determination of employee provisions (refer to Note 1 (q)).

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

(b) Change in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Revenue recognition

Income is recognised when 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 Council and the amount of the contribution can be measured reliably.

Rates and charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

Statutory fees 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.

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

FINANCIAL STATEMENTS

Notes to the Financial Statements For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

Grants

Grant income is recognised when Council obtains control of the contribution. This 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.

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 6. 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.

Sale of property, infrastructure, plant and equipment

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

Contributions

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Interest

Interest is recognised as it is earned.

Other Income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

(d) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair Value Measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

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 between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices 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 risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(e) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

(f) 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 has occurred.

(g) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(h) Inventories

Inventories held for distribution are measured at cost and adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

(i) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of carrying amount or fair value, less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and 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.

FINANCIAL STATEMENTS

Notes to the Financial Statements For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

(j) **Recognition and measurement of property, plant and equipment, infrastructure, intangibles**

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, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in Note 1 (k) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, 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.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 21 - Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis. The revaluation frequency of non-current assets is as follows:

Buildings	4 Years
Land	4 Years
Recreation and open spaces	Annually
Infrastructure	Annually
Artworks & heritage collections	5 Years

Valuation of Land and Buildings as at 30 June 2016 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 2015.

The valuation of Artworks was performed by Simon Storey Values MAVAA and are valued at net realisable value at 30 June 2016.

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

The valuation of Recreation & Open Space was performed by Council's Infrastructure Engineer and are valued at written down current replacement cost at 1 July 2015.

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

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 realistic market value.

- (k) **Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles**
Buildings, land improvements, plant and equipment, infrastructure, and other 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.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Artworks and heritage collections are not depreciated.

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

FINANCIAL STATEMENTS

Notes to the Financial Statements For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$
Property		
Land	-	5,000
Buildings	40 years	5,000
Building improvements	40 years	5,000
Plant and Equipment		
Heritage plant and equipment	5 -30 years	1,000
Plant, machinery and equipment	2 -20 years	1,000
Fixtures, fittings and furniture	2 -20 years	1,000
Computers and telecommunications	3 -20 years	1,000
Library books	10 years	1,000
Infrastructure		
Road pavements and seals	10- 80 years	5,000
Road formation and earthworks	250 years	5,000
Road kerb, channel and minor culverts	80 - 150 years	5,000
Bridges deck	60 - 100 years	5,000
Bridges substructure	60 - 100 years	5,000
Footpaths and cycleways	15 - 80 years	5,000
Drainage	50 - 200 years	5,000
Recreational, leisure and community facilities	15 - 50 years	5,000
Parks, open space and streetscapes	8 - 50 years	5,000
Off street car parks	10- 80 years	5,000
Aerodromes	10- 80 years	5,000

(l) 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.

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

(m) 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.

(n) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the 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.

(o) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 24).

(p) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

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.

FINANCIAL STATEMENTS

Notes to the Financial Statements For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

(q) Employee benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date:

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

Notes to the Financial Statements

For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

(r) Landfill rehabilitation provision

Council is obligated to restore landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the expected cost of works to be undertaken as determined by the Environment Protection Agency. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

(s) 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.

(t) 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 Taxation 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.

(u) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the Balance Sheet are disclosed at Note 34 Contingent liabilities and contingent assets.

(v) Contingent assets and contingent liabilities and

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. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(w) Pending accounting standards

Certain new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(x) Material prior period errors

As part of Councils internal data interegration processes during 2015/16 it was uncovered that a material error had been reported in Councils 2014/15 Annual Report. In accordance with AASB 108 Accounting Policies, Changes in Accounting Estimate and Errors, the 2014/15 comparative financial figures have been restated to reflect Councils actual position as at 30 June 2015.

FINANCIAL STATEMENTS

Notes to the Financial Statements For the Year Ended 30 June 2016

Note 1 Significant accounting policies (cont.)

An error in the units of measurement applied to a non-monetary contributed asset received in the 2014/15 financial year had inflated the value of the asset and the associated income reported by \$12.050 million. This asset and the inflated value had been recorded in Councils fixed asset register for infrastructure. The 2014/15 comparative figures have been amended accordingly, and the changes made have affected the following statements and line items:

Comprehensive Income Statement: Contributions non-monetary
 Balance Sheet: Property, infrastructure, plant and equipment
 Balance Sheet: Accumulated surplus
 Statement of Changes in Equity: Profit(loss) - Accumulated Surplus 2015
 Statement of Changes in Equity: Profit(loss) - Total 2015
 Note 7 Contributions: Non monetary
 Note 7 Contributions: Drainage
 Note 21 Property, Infrastructure, Plant and Equipment: At Fair Value 30 June 2015 - Infrastructure
 Note 21 Property, Infrastructure, Plant and Equipment: WDV 30 June 2016 - Infrastructure
 Note 28 Reconciliation of cash flows from operating activities to surplus: Profit (loss)
 Note 28 Reconciliation of cash flows from operating activities to surplus: Contributions - Non monetary

The 2015/16 opening balances reported reflect any changes made due to the above.

(y) 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.

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 5 percent or \$500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on the 24th of June, 2015. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning 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.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

a) Income and Expenditure	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
Income				
Rates and charges	97,569	98,179	610	1
Statutory fees and fines	3,551	3,058	(493)	
User fees	25,593	24,898	(695)	
Grants - operating	23,600	19,172	(4,428)	2
Grants - capital	30,850	13,772	(17,078)	3
Contributions - monetary	5,197	1,355	(3,842)	4
Contributions - non monetary	11,898	15,904	4,006	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	236	236	
Fair value adjustments for investment property	-	-	-	
Other income	2,474	7,916	5,442	6
Total Income	200,732	184,490	(16,242)	
Expenses				
Employee costs	56,371	58,642	(2,271)	
	59,777	55,533	4,244	7
Bad and doubtful debts	515	701	(186)	
Depreciation and amortisation	32,649	31,549	1,100	
Borrowing costs	1,848	2,139	(291)	
Fair value adjustments for investment property	-	1,132	(1,132)	8
Other expenses	1,125	2,964	(1,839)	9
Total Expenses	152,285	152,660	(375)	
Surplus/(deficit) for the year	48,447	31,830	(16,617)	

FINANCIAL STATEMENTS

(i) Explanation of material variations

Variance Ref	Explanation
1	Increases in rates and charges for the year is a direct result of the significant growth being experienced by the municipality. Growth in the West of Ballarat continues to grow at a rate in excess of that level being forecast by Council.
2	\$6 million in recurrent operational income attributable to the 2015-2016 financial year was received from the Victorian Grants Commission in June 2015.
3	Significant capital grants for the Eureka Stadium Upgrade and the Ballarat Sports and Events Centre were not received in full during the 2016 financial year, due to the change in timing for for the delivery of these projects.
4	Developer Contributions expected in connection with the Ballarat West Developer Contribution Plan were not received within the budgeted period due to variations in timing and design of various developments within the development zone.
5	Works in Kind Infrastructure from the Ballarat West Developer Contribution Plan were received earlier than planned. Donated assets from other Developers were also more than budget due to increased activities within the municipality.
6	Asset revaluation adjustment income of \$3.7 million from the revaluation of Recreation assets was not was budgeted for.
7	A range of operational costs where less than budget due to reduced commodity and supplier pricing - eg fuel \$600k and materials \$1.9 million. The abrogation of an external management contract also created a significant reduction in contract fees.
8	Movement in Investment Property values are required to be reported in the Comprehensive Income Statement each year, but are not budgeted for.
9	Asset revaluation adjustment expenditure of \$1.4 million from the revaluation of Waste Management assets was not budgeted for.

Note 2 Budget comparison (cont.)**b) Capital Works**

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
Property				
Land	552	48	504	1
Total Land	552	48	504	
Buildings	4,500	-	4,500	2
Heritage buildings	-	706	(706)	3
Building improvements	18,822	3,739	15,083	4
Total Buildings	23,322	4,445	18,877	
Total Property	23,874	4,493	19,381	
Plant and Equipment				
Plant, machinery and equipment	3,357	3,481	(124)	
Fixtures, fittings and furniture	1,506	1,293	213	
Computers and telecommunications	1,603	2,116	(513)	5
Library books	371	367	4	
Total Plant and Equipment	6,837	7,257	(420)	
Infrastructure				
Roads	13,637	17,809	(4,172)	6
Bridges	210	-	210	
Footpaths and cycleways	1,149	-	1,149	7
Drainage	1,540	-	1,540	8
Recreational, leisure and community facilities	22,110	13,907	8,203	9
Waste management	2,424	1,704	720	10
Parks, open space and streetscapes	2,657	1,717	940	11
Off street car parks	-	-	-	
Other infrastructure	6,196	1,135	5,061	12
Total Infrastructure	49,923	36,272	13,651	
Total Capital works expenditure	80,634	48,022	32,612	
Represented by:				
New asset expenditure	17,289	6,647	10,642	
Asset renewal expenditure	23,458	32,173	(8,715)	
Asset upgrade expenditure	39,887	7,733	32,154	
Asset expansion expenditure	-	1,469	(1,469)	
Total Capital works expenditure	80,634	48,022	32,612	

FINANCIAL STATEMENTS

(i) Explanation of material variations

Variance
Ref Explanation

1	A proposed purchase of land did not proceed.
2	The renovation of the Sebastopol Library and other building projects are to be completed across two years. The budget has accounted for full project costs.
3	Building improvements for Heritage Buildings were not reported separately in the budget.
4	A selection of major building upgrade projects are to be completed across two years. The budget has accounted for full project costs. Eg - The Wendouree Sports and Event Centre.
5	Planned technology projects have been deferred until the 2016/17 financial year.
6	Additional funding was received and associated works completed in connection with the Roads to
7	Actual expenditure has been attributed to other asset categories.
8	Actual expenditure has been attributed to other asset categories.
9	A selection of major community infrastructure upgrade projects are to be completed across two years. The budget has accounted for full project costs. Eg - The Eureka Stadium upgrade project.
10	Councils landfill works are being programmed to meet the EPA's ongoing compliance requirements.
11	A major recreation space upgrade project is to be completed across two years. The budget has accounted for full project costs. Eg - The Eureka Stadium upgrade.
12	Actual expenditure has been attributed to other asset categories.

2016
\$'000 **2015**
\$'000

Note 3 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 2015/16 was \$16,563 million (2014/15 \$16.047 million). The 2015/2016 rate in the dollar was 0.4350 cents (2014/2015 0.4123 cents).

General rates	85,348	79,407
Waste management charge	12,250	11,012
Special rates and charges	316	317
Interest on rates	207	208
Revenue in lieu of rates	58	58

Total Rates and charges	98,179	91,002
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The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was first applied for the rating year commencing 1 July 2016.

Note 4 Statutory fees and fines

Dog and cat registrations and fines	1,027	1,007
Health licences and fees	613	588
Land Information Certificates	105	94
Local law permits	188	168
Sale of valuations	43	204
Subdivision supervision & certification fees	578	1,081
Town planning fees and certificates	504	517

Total Statutory fees and fines	3,058	3,659
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Note 5 User fees

Aged services fees	1,028	1,018
Art Gallery of Ballarat		956
Ballarat Aquatic & Lifestyle Centre	4,461	4,211
Building & scaffolding fees	395	370
Child care centres and kindergartens	2,184	2,189
Family day care	317	174
Her Majesty's Theatre	952	1,075
Landfill operations	4,520	4,336
Library services	1,179	1,157
Meals on wheels	572	597
Other	1,268	2,179
Parking fees, fines and charges	5,277	
Private works	65	37
Recreation income	442	176
Robert Clark Centre	43	126
Sponsorship	29	24
Training incentives	36	8
Transfer station	560	633

Total User fees	24,898	24,168
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FINANCIAL STATEMENTS

2016
\$'000

2015
\$'000

Note 6 Grants

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	15,320	25,281
State funded grants	17,624	8,635

32,944 **33,916**

Operating Grants

Recurrent - Commonwealth Government

Victorian Grants Commission	6,094	18,174
Family day care	4,324	4,243
General home care	456	515
Other	257	97

Recurrent - State Government

Aged care	5,699	5,513
Arts	267	-
School crossing supervision	239	224
Libraries	676	683
Recreation	34	114
Community safety	173	76
Other	87	243

Total Recurrent Operating Grants **18,306** **29,882**

Non - recurrent - Commonwealth Government

Recreation	-	39
Other	-	-

Non - recurrent - State Government

Community health	398	39
Arts	25	284
Recreation	342	65
Other	101	218
Library	-	159

Total Non- Recurrent Operating Grants **866** **804**

Total Operating Grants **19,172** **30,686**

Capital Grants

Recurrent - Commonwealth Government

Roads	4,189	1,644
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Recurrent - State Government

Library	-	16
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Total Recurrent Capital Grants **4,189** **1,660**

2016
\$'000

2015
\$'000

Note 6 Grants (cont.)

Non - recurrent - Commonwealth Government

Buildings	-	568
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Non - recurrent - State Government

Buildings	2,166	220
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Roads	717	642
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Waste	528	30
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Recreation	6,168	89
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Plant	4	20
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Total Non-Recurrent Capital Grants	9,583	1,569
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Total Capital Grants	13,772	3,229
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32,944	33,915
---------------	---------------

Conditions on grants

Balance at start of year	1,980	1,747
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Received during the financial year and remained unspent at balance date	2,153	628
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Received in prior years and spent during the financial year	825	395
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Balance at year end	3,308	1,980
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Note 7 Contributions

Monetary	1,355	1,850
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Non monetary	15,904	12,080
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Total Contributions	17,259	13,930
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Contributions of non monetary assets were received in relation to the following asset classes.

Artworks	320	588
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Drainage	8,126	7,152
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Land	507	1,381
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Land under roads	973	744
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Parks, open space & street scapes	164	-
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Recreation, leisure and community	215	-
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Roads	5,599	2,215
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Total Non-monetary contributions	15,904	12,080
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Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	917	308
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Write down value of assets disposed	(681)	(309)
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Total Net gain/(loss) on disposal of property, infrastructure, plant and equipment	236	(1)
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FINANCIAL STATEMENTS

	2016 \$'000	2015 \$'000
Note 9 Other income		
FBT staff reimbursement	177	187
Insurance	119	30
Interest	1,697	1,594
Legal expenses recovered	276	287
Property rentals	1,049	1,034
Other	516	535
Asset revaluation increment offset	3,791	4,242
Work cover reimbursement	291	267
Total Other income	7,916	8,176

Note 10 Employee costs

Wages and salaries	47,904	46,706
Work cover	1,046	1,254
Casual staff	3,503	2,086
Superannuation	4,526	4,411
Fringe Benefits Tax	141	99
Other overheads and related costs	1,522	1,485
Total Employee costs	58,642	56,041

Note 10 (a) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	579	557
Employer contributions - other funds	-	-
	579	557

Employer contributions payable at reporting date.

- -

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,854	2,782
Employer contributions - other funds	1,093	1,072
	3,947	3,854

Employer contributions payable at reporting date.

316 380

Refer to note 33 for further information relating to Council's superannuation obligations.

2016
\$'000

2015
\$'000

Note 11 Materials and services

Contract payments	37,900	36,867
Building maintenance	951	605
General maintenance	3,609	3,410
Utilities	4,436	4,218
Office administration	4,787	4,351
Information technology	1,686	1,728
Insurance	1,428	1,332
Consultants	736	541
Total Materials and services	55,533	53,052

Note 12 Bad and doubtful debts

Child care	8	-
Community care	82	-
Parking fine debtors	175	285
Local laws debtors	50	75
Animal control	160	188
Other debtors	226	43
Total Bad and doubtful debts	701	591

Note 13 Depreciation and amortisation

Plant and equipment	3,515	2,851
Property	3,705	3,233
Infrastructure	24,329	20,906
Total Depreciation and amortisation	31,549	26,990

Refer to Note 21 for a more detailed breakdown of depreciation and amortisation charges.

Note 14 Borrowing costs

Interest - Borrowing costs	2,139	1,796
Total Borrowing costs	2,139	1,796

Note 15 Other expenses

Auditors remuneration internal	99	174
Auditors remuneration VAGO	94	81
Councillors' allowances	289	278
Election expenses	-	4
Operating leases	1,040	1,095
Asset revaluation decrement expense	1,436	-
Other	6	24
Total Other expenses	2,964	1,656

FINANCIAL STATEMENTS

	2016 \$'000	2015 \$'000
Note 16 Cash and cash equivalents		
Cash on hand	9	9
Cash at bank	812	11,955
Term deposits	21,985	18,998
Total Cash and cash equivalents	22,806	30,962

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 24)	3,934	3,120
Total Restricted funds	3,934	3,120
Total Unrestricted cash and cash equivalents	18,872	27,842

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works	32,499	15,264
- Reserve funds (Note 27 (b))	6,297	5,296
Total Funds subject to intended allocations	38,796	20,560

Refer to Note 29 for a summary on total cash available to Council

Note 17 Trade and other receivables

Current

Rates debtors	3,340	2,996
Parking infringement debtors	2,116	2,034
Provision for doubtful debts - parking infringements	(1,087)	(1,134)
Loans and advances to community organisations	17	42
Other debtors	8,862	4,606
Provision for doubtful debts - other debtors	(584)	(425)
	12,664	8,119

Non-current

Loans and advances to community organisations	28	122
	28	122
Total Trade and other receivables	12,692	8,241

a) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's receivables was:

Current (not yet due)	6,564	3,159
Past due by up to 30 days	923	342
Past due between 31 and 180 days	765	238
Past due between 181 and 365 days	77	588
Past due by more than 1 year	533	279
Total Trade & other receivables	8,862	4,606

	2016 \$'000	2015 \$'000
b) Movement in provisions for doubtful debts		
Balance at the beginning of the year	(1,559)	(1,399)
New Provisions recognised during the year	(410)	(215)
Amounts already provided for and written off as uncollectible	298	55
Amounts provided for but recovered during the year	-	-
Balance at end of year	(1,671)	(1,559)

c) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$215,835 (2015: \$507,044) were impaired. The amount of the provision raised against these debtors was \$57,442 (2015: \$36,459). They individually 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 receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	2	2
Past due between 181 and 365 days	25	12
Past due by more than 1 year	30	22
Total Trade & other receivables - individually impaired	57	36

Note 18 Other financial assets

Term deposits	39,859	19,162
Shares in other companies	2	2
Total Other financial assets	39,861	19,164

Note 19 Inventories

Inventories held for distribution	257	230
Inventories held for sale	113	132
Total Inventories	370	362

Note 20 Other assets

Prepayments	502	747
Accrued income	508	125
Total Other assets	1,010	872

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Note 21 Property, Infrastructure, Plant and Equipment

Summary of Property, Infrastructure, Plant and Equipment

	At Fair Value 30 June 2016	Accumulated Depreciation	WDV 30 June 2016	Transfers	Write Offs	Closing WIP	At Fair Value 30 June 2015	Accumulated Depreciation	WDV 30 June 2015
Land	277,427	-	277,427	-	-	2,462	283,504	(227)	283,277
Buildings	127,320	-	127,320	-	-	-	166,151	(213)	165,938
Plant and Equipment	136,755	(24,150)	112,605	(203)	-	-	150,407	(22,162)	128,245
Infrastructure	1,021,112	(26,761)	994,351	(300)	-	3,502	991,637	(20,906)	970,731
Work in progress	5,964	-	5,964	(503)	-	5,964	4,711	-	4,711
	1,568,578	(50,911)	1,517,667				1,596,410	(43,508)	1,552,902

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	742	1,720	-	-	2,462
Plant and equipment	203	-	(203)	-	-
Infrastructure	3,766	36	(300)	-	3,502
Total	4,711	1,756	(503)	-	5,964

Note	Land - specialised	Land - non specialised	Land improvements	Total Land	Heritage buildings	Buildings specialised	Buildings non- specialised	Buildings specialised	Building improvements	Total Buildings	Work In progress	Total Property
At fair value 1 July 2015	3,624	278,660	1,220	283,504	32,621	125,021	125,021	8,509	166,151	742	450,397	
Accumulated depreciation at 1 July 2015	-	-	(227)	(227)	-	-	-	(213)	(213)	-	-	(440)
Movements in fair value												
Acquisition of assets at fair value	-	48	-	48	706	-	-	3,739	4,445	-	-	4,493
Contributed assets at fair value	-	-	507	507	-	-	-	-	-	-	-	507
Fair value increments/decrements *	-	(5,989)	-	(5,989)	(7,012)	(29,158)	(29,158)	(8,147)	(44,317)	-	-	(50,306)
Found assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed	-	(421)	-	(421)	-	(156)	(156)	-	(156)	-	-	(577)
Transfers ^	973	532	(1,727)	(222)	(149)	1,159	1,159	187	1,197	1,720	2,695	
	973	(5,830)	(1,220)	(6,077)	(6,455)	(28,155)	(28,155)	(4,221)	38,831	1,720	(43,188)	
Movements in accumulated depreciation												
Depreciation and amortisation	-	-	-	-	(722)	(2,772)	(2,772)	(211)	(3,705)	-	-	(3,705)
Accumulated depreciation of disposals	-	-	-	-	-	23	23	23	23	-	-	23
Transfers ^	-	-	227	227	-	-	-	18	18	-	-	245
Accumulated depreciation fair value adjustment	-	-	-	-	722	2,772	2,772	383	3,877	-	-	3,877
	-	-	227	227	-	-	-	213	213	-	-	440
At fair value 30 June 2016	4,597	272,830	-	277,427	26,166	96,866	96,866	4,288	127,320	2,462	407,209	
Accumulated depreciation at 30 June 2016	-	-	-	-	-	-	-	-	-	-	-	-
	4,597	272,830	-	277,427	26,166	96,866	96,866	4,288	127,320	2,462	407,209	

* The fair value decrement on Land and Buildings represents the change in value of these assets from Councils valuers 'fair value' estimate reported on 30 June 2015, to the full valuation completed in 2016. The fair value estimate in 2015 used indices provided to Council to determine the value of its Land and Buildings.

^ A transfer between Land Improvements and Waste Management has been made during the year to better represent Councils Waste Management assets.

	Art works & heritage collections	Heritage plant and equipment	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Library books	Work in progress	Total Plant and equipment
At fair value 1 July 2015	111,357	-	20,588	1,717	10,482	6,263	203	150,610
Accumulated depreciation at 1 July 2015	-	-	(10,603)	(1,369)	(6,271)	(3,919)	-	(22,162)
Movements in fair value								
Acquisition of assets at fair value	-	-	3,481	1,293	2,116	367	-	7,257
Contributed assets at fair value	-	-	-	320	-	-	-	320
Revaluation increments/decrements	(18,862)	-	-	-	-	-	-	(18,862)
Found assets	-	-	-	-	-	-	-	-
Fair value of assets disposed	-	-	(1,655)	(15)	-	-	-	(1,670)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
Transfers	320	-	3,262	(1,539)	(2,740)	367	(203)	(900)
	(18,542)	-	5,088	59	(624)	367	(203)	(13,855)
Movements in accumulated depreciation								
Depreciation and amortisation	-	-	(2,209)	(54)	(942)	(310)	-	(3,515)
Accumulated depreciation of disposals	-	-	1,528	15	-	-	-	1,543
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
Transfers	-	-	(16)	-	-	-	-	(16)
	-	-	(697)	(39)	(942)	(310)	-	(1,988)
At fair value 30 June 2016	92,815	-	25,676	1,776	9,858	6,630	-	136,755
Accumulated depreciation at 30 June 2016	-	-	(11,300)	(1,408)	(7,213)	(4,229)	-	(24,150)
	92,815	-	14,376	368	2,645	2,401	-	112,605

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Waste management	Parks open spaces and streetscapes	Aerodromes	Off street car parks	Other infrastructure	Work in progress	Total Infrastructure
At fair value 1 July 2015	544,623	27,785	44,496	277,873	31,216	10,188	20,142	-	8,820	26,494	3,766	995,403
Accumulated depreciation at 1 July 2015	(12,647)	(467)	(1,167)	(3,242)	(1,451)	(168)	(603)	-	(141)	(1,020)	-	(20,906)
Movements in fair value												
Acquisition of assets at fair value	17,809	-	-	-	13,907	1,704	1,717	-	-	1,135	-	36,272
Contributed assets at fair value	-	-	-	-	-	-	-	-	-	15,077	-	15,077
Revaluation increments/decrements *	1,833	(98)	(387)	(13,934)	7,635	(7,888)	4,614	-	(1,755)	4,674	-	(5,306)
Found assets ^	3,277	19	449	2,114	-	-	-	-	-	10	-	5,869
Fair value of assets disposed	-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	3,028	321	1,472	8,935	(3,090)	1,000	(822)	-	863	(13,238)	(264)	(1,795)
	25,947	242	1,534	(2,885)	18,452	(5,184)	5,509	-	(892)	7,658	(264)	50,117
Movements in accumulated depreciation												
Depreciation and amortisation	(13,775)	(474)	(1,334)	(3,241)	(2,268)	(995)	(788)	-	(148)	(1,307)	-	(24,330)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements *	-	-	-	-	(2,204)	-	-	-	-	-	-	(2,204)
Impairment losses recognised in operating result	-	-	-	-	-	(227)	-	-	-	-	-	(227)
Transfers	(13,775)	(474)	(1,334)	(3,241)	(2,268)	(3,426)	(788)	-	(148)	(1,307)	-	(26,761)
At fair value 30 June 2016	557,923	27,560	44,863	271,746	48,217	4,836	25,048	-	7,787	33,132	3,502	1,024,614
Accumulated depreciation at 30 June 2016	(13,775)	(474)	(1,334)	(3,241)	(2,268)	(3,426)	(788)	-	(148)	(1,307)	-	(26,761)
	544,148	27,086	43,529	268,505	45,949	1,410	24,260	-	7,639	31,825	3,502	997,853

* The full amount of the Infrastructure revaluation increment has not been transferred to the asset revaluation reserves due to a decrement in the revaluation of the Waste Management assets and also due to a prior year revaluation decrement fully diminishing the Recreation and Open Space reserve (refer Note 27). A amount of \$3.971m has been recorded as revenue and \$1,436 recorded as an expense in the Comprehensive Income Statement as required by AASB 1041 (refer Note 9 and Note 15).

^ During the annual revaluation process, Council identified further assets owned that were not reflected in the fixed asset register. Advancements in technologies, including GIS mapping, utilised by Council continue to allow for greater recognition and management of Council assets.

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Note 21 Property, Infrastructure, Plant and Equipment (cont'd)

Valuation of Land and Buildings

Valuation of Land and Buildings were undertaken by a qualified independent valuer 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.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. 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 2016 are as follows:

	Level 1	Level 2	Level 3
Land	-	272,830	-
Specialised land	-	-	4,597
Land improvements	-	-	-
Heritage buildings	-	-	26,166
Buildings	-	-	96,866
Building improvements	-	4,288	-
Total	-	277,118	127,629

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by the Council's 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 2016 are as follows:

	Level 1	Level 2	Level 3
Roads	-	-	544,148
Bridges	-	-	27,086
Footpaths and cycleways	-	-	43,529
Drainage	-	-	268,505
Recreational, leisure and community facilities	-	-	45,949
Waste management	-	-	1,410
Parks, open space and streetscapes	-	-	24,260
Aerodromes	-	-	-
Off street car parks	-	-	7,639
	-	-	31,825
Total	-	-	994,351

Note 21 Property, Infrastructure, Plant and Equipment cont'd*Description of significant unobservable inputs into level 3 valuations*

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$600 and \$800 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$1,000 to \$1,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 60 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 15 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2016	2015
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	4,597	3,624
Total specialised land	4,597	3,624

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	2016	2015
	\$'000	\$'000
Note 22 Investment property		
Balance at beginning of financial year	7,591	7,612
Additions	88	-
Disposals	-	(57)
Fair value adjustments	(1,132)	938
Transfers *	-	(902)
Balance at end of financial year	6,547	7,591

* A transfer between Investment Properties and Land & Buildings was made during the financial year ending 30 June 2015 due to Council repurposing a property now utilised to provide Council services.

Valuation of Investment Property

Valuation of Investment Property has been determined in accordance with an independent valuation by Opteon (Vic) Pty Ltd who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

Note 23 Trade and other payables

Trade payables	5,925	3,879
Wages payable	1,724	2,069
Accrued loan expense	174	145
Total Trade and other payables	7,823	6,093

Note 24 Trust funds and deposits

Majestix bookings	220	121
Resiting of houses	5	5
Contract retentions & securities	127	131
Subdivision holding fees	1,804	1,789
Botanic Gardens Community Fund	117	102
Fire services property levy	631	84
Deposits & trusts	1,030	888
Total Trust funds and deposits	3,934	3,120

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Note 25 Provisions

	Landfill restoration	Employee	Total
	\$ '000	\$ '000	\$ '000
2016			
Balance at beginning of the financial year	1,220	14,154	15,374
Additional provisions	2,670	5,715	8,385
Amounts used	(226)	(4,869)	(5,095)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(313)	149	(164)
Balance at the end of the financial year	3,351	15,149	18,500

2015

Balance at beginning of the financial year	1,220	13,218	14,438
Additional provisions	-	5,146	5,146
Amounts used	-	(4,580)	(4,580)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	370	370
Balance at the end of the financial year	1,220	14,154	15,374

	2016	2015
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,889	3,565
Long service leave	926	836
Other	206	165
	5,021	4,566
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,435	1,405
Long service leave	6,936	6,268
	8,371	7,673
Total current provisions	13,392	12,239
Non-current		
Long service leave	1,757	1,915
Total non-current provisions	1,757	1,915
Aggregate carrying amount of employee provisions:		
Current	13,392	12,239
Non-current	1,757	1,915
Total aggregate carrying amount of employee provisions	15,149	14,154

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The following assumptions were adopted in measuring the present value of employee benefits:

	2016	2015
Weighted average increase in employee costs	5.02%	5.19%
Weighted average discount rates	4.16%	4.50%
Weighted average settlement period	9 yrs	10 yrs

(b) Land fill restoration

Current	391	-
Non-current	2,960	1,220
	<u>3,351</u>	<u>1,220</u>

2016
\$'000

2015
\$'000

Note 26 Interest-bearing loans and borrowings

Current

Borrowings - secured	3,872	8,128
	3,872	8,128

Non-current

Borrowings - secured	44,276	25,019
	44,276	25,019
Total Interest-bearing loans and borrowings	48,148	33,147

The maturity profile for Council's borrowings is:

Not later than one year

Later than one year and not later than five years

Later than five years

3,872	8,128
12,586	13,355
31,690	11,664

Total Interest-bearing loans and borrowings	48,148	33,147
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All borrowings of the City of Ballarat are secured against the "rate income" of the Council.

Note 27 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserve	\$'000	\$'000	\$'000
2016			
Land	237,963	(5,988)	231,975
Buildings	65,481	(40,440)	25,041
Artwork and heritage collections	76,876	(18,861)	58,015
Plant and equipment	-	-	1,937
Infrastructure	280,831	(15,729)	265,102
Recreation and open space	-	3,507	3,507
Waste management	-	-	-
Total Asset revaluation reserves	663,088	(77,511)	585,577

2015

Land	221,927	16,036	237,963
Buildings	42,953	-	65,481
Artwork and heritage collections	76,876	-	76,876
Plant and equipment	1,937	-	1,937
Infrastructure	246,924	33,907	280,831
Recreation and open space	-	-	-
Total Asset revaluation reserves	590,617	72,471	663,088

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	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
2016				
Asset realisation reserve	-	463	-	463
Ballarat Aquatic & Lifestyle Centre	650	-	650	-
Plant and equipment	3,253	987	-	4,240
Balhausen organ	6	-	4	2
Subdividers contributions	292	705	971	26
Developer contributions	1,095	471	-	1,566
Total Other reserves	5,296	2,626	1,625	6,297
2015				
Ballarat Aquatic & Lifestyle Centre	447	239	36	650
Plant and equipment	-	3,253	-	3,253
Balhausen organ	9	-	3	6
Subdividers contributions	251	1,060	1,019	292
Developer contributions	407	790	102	1,095
Total Other reserves	1,114	5,342	1,160	5,296

2016 **2015**
\$'000 **\$'000**

Note 28 Reconciliation of cash flows from operating activities to surplus / (deficit)

Profit / (loss)	31,830	35,661
Depreciation/amortisation	31,549	26,990
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(236)	1
Contributions - Non-monetary assets	(15,904)	(12,080)
Interest and other costs of finance	2,139	1,796
Fair value adjustments for investment property	1,132	(938)
Revaluation (income)/expense	(2,355)	(4,242)
Movement in GST payment	4,605	4,539
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(4,545)	(110)
(Increase)/decrease in other assets	1,592	(1,381)
	(2,081)	(308)
(Increase)/decrease in inventories	(8)	49
Increase/(decrease) in provisions	2,510	867
Net Cash provided by/(used in) operating activities	50,228	50,844

Note 29 Total cash available

Cash and cash equivalents (Note 16)	22,806	30,962
Other financial assets (Note 18)	39,861	19,164
Total Cash available	62,667	50,126

Note 30 Financing arrangements

Bank overdraft	1,000	1,000
Purchase card facility limit	5,100	5,100
Leasing facilities	5,351	3,664
Used facilities	5,417	4,128
Total Unused facilities	6,034	5,636

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Note 31 Commitments

The Council has entered into the following commitments:

2016	Not later than	Later than 1 year	Later than 2 years	Later than 5	Total
	1 year	and not later than	and not later than	years	
	\$'000	2 years	5 years	\$'000	\$'000
Operating					
Facilities	1,236	1,178	1,253	-	3,667
Council election	351	-	-	-	351
Total Operating	1,587	1,178	1,253	-	4,018
Capital					
Buildings	3,344	-	-	-	3,344
Building improvements	196	-	-	-	196
Recreation, leisure and community	227	-	-	-	227
	149	-	-	-	149
Total Capital	3,916	-	-	-	3,916

2015	Not later than	Later than 1 year	Later than 2 years	Later than 5	Total
	1 year	and not later than	and not later than	years	
	\$'000	2 years	5 years	\$'000	\$'000
Operating					
Facilities	1,249	1,249	3,746	1,102	7,346
Total Operating	1,150	510	1,530	1,020	4,210
Capital					
Buildings	552	-	-	-	552
Infrastructure	82	-	-	-	82
Roads	1,400	-	-	-	1,400
Equipment	1,293	-	-	-	1,293
Total Capital	3,327	-	-	-	3,327

2016
\$'000

2015
\$'000

Note 32 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 for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	1,308	1,126
Later than one year and not later than five years	2,697	1,456
Later than five years	-	231
	4,005	2,813

(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 Consumer Price Index based revision of the rental charge annually.

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

Not later than one year	252	228
Later than one year and not later than five years	1,008	912
Later than five years	1,260	1,140
	2,520	2,280

Note 33 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2016, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 7.00% pa
 Salary inflation 4.25% pa
 Price inflation (CPI) 2.50% pa.

FINANCIAL STATEMENTS

Vision Super has advised that the estimated VBI at 31 March 2016 was 102.4%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2015 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$130.8 million; and

A total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2015 VBI during August 2015.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is \$531,000.

Note 34 Contingent liabilities and contingent assets

Defined benefit superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 33. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Financial guarantees

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 \$15.904 million (2015-16) and \$23.542 million (2014-15).

FINANCIAL STATEMENTS

Note 35 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) 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 is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

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. 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. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council may apply credit limits for the entities Council deal with;
- council may require collateral where appropriate; and

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 34.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 34 and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 26.

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

(e) Fair value

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

(f) Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis

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

- A parallel shift of + 0.50% and -0.50% in market interest rates (AUD) from year-end rates of 1.75%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

FINANCIAL STATEMENTS

Note 36 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 01/07/2015 to 30/06/2016

Jim Rinaldi
Samantha McIntosh
Belinda Coates
John Philips (Mayor to 16/11/2015)
Amy Johnson
Vicki Coltman
Des Hudson (Mayor from 16/11/2015)
Peter Innes
Glen Crompton

Chief Executive Officer

Anthony Schinck (CEO to 22/12/2015)
Frank Dixon (Interim CEO from 08/02/2016 to 19/05/2016)
Justine Linley (CEO from 23/05/2016)

(ii) Remuneration of Responsible Persons

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

	2016 No.	2015 No.
<\$20,000	-	2
\$20,000 - \$29,999	8	8
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	1	1
\$120,000 - \$129,999	1	-
\$290,000 - \$299,999	1	-
\$300,000 - \$309,999	-	1
	12	12

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

	2016 \$'000	2015 \$'000
	727	583

(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 \$139,000.

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

Income Range:	2016 No.	2015 No.
<139,999	4	-
\$140,000 - \$149,999	1	2
\$150,000 - \$159,999	3	1
\$160,000 - \$169,999	1	5
\$170,000 - \$179,999	2	2
\$180,000 - \$189,999	3	1
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	1	1
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	1	1
\$250,000 - \$259,999	1	1
	18	16
	2016	2015
	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to	3,137	2,897

(iv) Responsible Persons retirement benefits

The aggregate amount paid during the reporting period by Council in connection with the retirement of Responsible Persons was: NIL.

(v) Loans to Responsible Persons

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a Responsible Person of the council, or a related party of a Responsible Person are as follows: NIL.

(vi) Transactions with Responsible Persons

During the period Council did not enter into any transactions with either Responsible Persons or related parties of Responsible Persons.

FINANCIAL STATEMENTS

Note 37 Found assets

During the annual revaluation process, Council identified further assets owned that were not reflected in the fixed Asset Register. Advancements in technologies, including GIS mapping, utilised by Council allow for greater recognition and management of Council assets. In 2016 assets to the value of \$5.868 million were found that were not reflected in the Asset Register.

Found assets	2016 \$'000	2015 \$'000
Infrastructure		
Roads	3,277	3,212
Bridges	19	72
Footpaths and cycleways	449	334
Drainage	2,114	6,917
Recreational, leisure and community	-	103
Parks open spaces and streetscapes	-	4,153
Other infrastructure	10	475
Total Found assets	5,869	15,266

Note 38 Events occurring after balance date

No matters have occurred after balance date that require disclosures in the Financial Report.

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 : 14th September, 2016
Ballarat

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Ballarat for the year ended 30 June 2016 and the financial position of the Council as at that date.

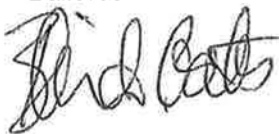
As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council on 14th September, 2016 to certify the financial statements in their final form.



Des Hudson
Councillor

Date : 14th September, 2016
Ballarat



Belinda Coates
Councillor

Date : 14th September, 2016
Ballarat



Justine Linley
Chief Executive Officer

Date : 14th September, 2016
Ballarat

FINANCIAL STATEMENTS

VAGO

Victorian Auditor-General's Office

Level 24, 35 Collins Street
Melbourne VIC 3000

Telephone 61 3 8601 7000
Facsimile 61 3 8601 7010

Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Ballarat

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 of the City of Ballarat which comprises the comprehensive income statement, balance sheet, statement of changes in equity, cash flow statement, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report.

The Councillors' Responsibility for the Financial Report

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 Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is 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 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 is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, 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 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.

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, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the City of Ballarat as at 30 June 2016 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*.

MELBOURNE
20 September 2016


Andrew Greaves
Auditor-General

ANNUAL PERFORMANCE STATEMENT REPORT

For the year ended 30 June 2016

2016

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 adorned with notable statues, and Lydiard Street presents a perfectly preserved heritage streetscape.

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

The City of Ballarat municipality covers an area of 740 square kilometres and includes the outlying townships of Buninyong, Miners Rest, Learmonth, Lucas 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.

Ballarat recorded a population of 101,578 people (source: Australian Census, 2016) and services a regional population of 400,000. This equates to an annual growth rate of 1.9% since 2011, a rate that is greater than the overall State average and ranks Ballarat as the third highest regional city for growth in Victoria. With a projected population of 139,650 by 2031 (source: Victoria in Future 2015), Ballarat's projected growth rate is higher than that forecast for the State of Victoria. Four new neighbourhood suburbs are being planned in the west of Ballarat to provide for this growth.

The following performance data is prepared to represent a balanced approach to reporting performance across the areas of service, finance, governance and sustainable capacity for the organisation.



AUDITED PERFORMANCE INDICATORS				
Sustainable Capacity Indicators	Results 2015	Results 2016	Variance	Comments
Population				
C1 Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,397.32	\$1,502.88	\$105.57	
Population				
C2 Infrastructure per head of municipal population * <i>[Value of infrastructure / Municipal population]</i>	\$12,660.42	\$12,209.73	-\$450.69	
Population				
C3 Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	72.25	72.86	0.61	
Own-source revenue				
C4 Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,275.82	\$1,322.01	\$46.19	
Recurrent grants				
C5 Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$314.53	\$221.46	-\$93.07	The decrease in this indicator is due to the City of Ballarat not receiving an advance payment from the Vicotiran Grants Comission in the 2015-2016FY.
Disadvantage				
C6 Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	4.00	4.00	0.00	

* =2014/2015FY figure has been corrected

Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
Utilisation				
AF6 Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	6.25	6.65	0.40	In September 2015, the management of the BALC transferred from the YMCA to the City of Ballarat. There is only limited information supplied to the City of Ballarat, in regards to attendance figures for the first three months of the financial year. This has led to a more accurate calculation of visitors to the aquatic centre. There is no system in place to track the number of visitors to the splash parks. However, overall we had an increase in visits to aquatic facilities.
Health and safety				
AM4 Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	9.00	8.00	-1.00	Council is still effective with animal management related prosecutions maintaining a 100% success rate in 2015FY and 88.89% success rate in 2016FY (8 out of 9 Cases)
Health and safety				
FS4 Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	81.41%	95.88%	14.47%	In the 2016FY The City of Ballarat have improved the response times to major or critical non-compliance food incidents which has allowed us to undertake more follow-ups on these non-compliance incidents. This is also reflective of a more consistent and improved data entry system that was implemented in the 2016FY.
Satisfaction				
G5 Satisfaction with council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	47.00%	51.00%	4.00%	In the 2016FY, The City of Ballarat satisfaction survey has changed from the CSS, however, the new survey still runs in line with the requirements from the LGPRF Practice Note 2.
Participation				
HC6 Participation in HACC service <i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i>	20.44%	18.83%	-1.61%	The slight decrease is due to the increase in the target population from the DHHS data supplied. The City of Ballarat has experienced a steady participation however it has not grown to the same rate of the target population.
Participation				
HC6 Participation in HACC service <i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i>	12.36%	11.45%	-0.91%	The slight decrease is due to the increase in the target population from the DHHS data supplied. The City of Ballarat has experienced a steady participation however it has not grown to the same rate of the target population.

ANNUAL PERFORMANCE STATEMENT REPORT

AUDITED PERFORMANCE INDICATORS				
Service Performance Indicators	Results 2015	Results 2016	Variance	Comments
<p>Participation</p> <p>LB4 Active library members</p> <p><i>[Number of active library members / Municipal population] x100</i></p>	17.52%	13.66%	-3.86%	The SIRSI Dynix system that collects this data has upgraded its analytics from Director's Station to Blue Cloud Analytics in the 2016FY. The upgrade in analytics has provided greater accuracy on the data in regards to active members. The older platform listed all members that have had any activity in the 2015 financial year. Whereas, in the 2016FY it allows us to narrow the list down to members who have borrowed a book in the 2016FY not all activities. We have then accessed the E-book providers and included them in the 2016FY as they were not included in the 2015FY figure.
<p>Participation</p> <p>MC4 Participation in the MCH service</p> <p><i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i></p>	77.73%	77.41%	-0.32%	
<p>Participation</p> <p>MC5 Participation in the MCH service by Aboriginal children</p> <p><i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i></p>	50.50%	60.96%	10.46%	There has been an increase in the participation of Aboriginal children in the MCH service. The Local aboriginal co-operative runs a similar MCH service. They can access both services or choose either one of these services. We still by law receive every birth notification however, we have a lower intake of the MCH program due to some people choosing the local aboriginal co-operative MCH program.
<p>Satisfaction</p> <p>R5 Satisfaction with sealed local roads</p> <p><i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i></p>	56.00%	58.90%	2.90%	In the 2016FY, The City of Ballarat satisfaction survey has changed from the CSS, however, the new survey still runs in line with the requirements from the LGPRF Practice Note 2.
<p>Decision making</p> <p>SP4 Council planning decisions upheld at VCAT</p> <p><i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i></p>	44.44%	57.14%	12.70%	The City of Ballarat planning decisions have had fewer cases to take to VCAT which is due to a number of officer recommendations being overturned at Council meetings and consent orders being reached prior to matters being heard at VCAT.
<p>Waste diversion</p> <p>WC5 Kerbside collection waste diverted from landfill</p> <p><i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i></p>	35.10%	32.43%	-2.67%	The decrease in percentage is due to last years figures including third party green waste figures which should not have been included. The City of Ballarat do not have any control or receive or pay any money for this service, so the figures do not need to be included. The 2015FY figure should be 31.68% (10137.95/21865.74). In the 2017FY The City of Ballarat have started their own in house Green Waste service and will be included in next years performance statement.

FINANCIAL PERFORMANCE INDICATORS - EFFICIENCY								
Efficiency	Results 2015	Results 2016	Forecasts				Comments	
			2017	2018	2019	2020		
Revenue level								
E1	Average residential rate per residential property assessment <i>[Residential rate revenue / Number of residential property assessments]</i>	\$1,398.30	\$1,457.64	\$1,638.48	\$1,669.68	\$1,701.19	\$1,733.46	The increase between 2016 and 2015 are as per Council's Long Term Financial Strategy. Future increases have been based on a "rate cap" of 2.5%. The increase is impacted on the substantial growth being experienced within the municipality.
Expenditure level								
E2	Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>	\$2,919.29	\$3,012.49	\$3,139.37	\$3,131.47	\$3,128.04	\$3,131.87	The increase between 2016 and 2015 are as per Council's Long Term Financial Strategy. Future increases have been based on a "rate cap" of 2.5%. The increase is impacted on the substantial growth being experienced within the municipality.
Workforce turnover								
E3	Resignations and terminations compared to average staff <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	8.36%	11.41%	6.10%	6.10%	6.10%	6.10%	As part of Council's financial plan, a restructure was carried out which impacted on the higher level of staff turnover.

FINANCIAL PERFORMANCE INDICATORS - LIQUIDITY								
Liquidity	Results 2015	Results 2016	Forecasts				Comments	
			2017	2018	2019	2020		
Working capital								
L1	Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>	201.08%	264.33%	134.97%	127.56%	127.89%	127.39%	These results are as per Council's Long Term Financial Strategy. The other main factor impacting the result is the level of carryovers that have occurred at the end of 2016. Future predictions do not assume any carryovers.
Unrestricted cash								
L2	Unrestricted cash compared to current liabilities * <i>[Unrestricted cash / Current liabilities] x100</i>	100.62%	90.40%	80.25%	71.48%	71.89%	72.28%	These results are as per Council's Long Term Financial Strategy. The other main factor impacting the result is the level of carryovers that have occurred at the end of 2016. Future predictions do not assume any carryovers.

FINANCIAL PERFORMANCE INDICATORS - OPERATING POSITION								
Operating Position	Results 2015	Results 2016	Forecasts				Comments	
			2017	2018	2019	2020		
Adjusted underlying result								
OP1	Adjusted underlying surplus (or deficit) <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	13.58%	4.02%	2.76%	3.91%	5.17%	5.77%	The results occurred are as per the Council's Long Term Financial strategy. Council has a strategy for the next 20 years, current year results are impacted by the level of carryovers and subsequent increase levels in cash available which effects these indicators.

FINANCIAL PERFORMANCE INDICATORS - OBLIGATIONS								
Obligations	Results 2015	Results 2016	Forecasts				Comments	
			2017	2018	2019	2020		
Asset renewal								
O1	Asset renewal compared to depreciation <i>[Asset renewal expense / Asset depreciation] x100</i>	48.80%	101.98%	67.02%	67.58%	68.15%	68.74%	The results that have occurred are as per the Council's Long Term Financial strategy for the next 20 years. The current year results are impacted by the level of carryovers and a subsequent increase in the levels of cash available which effects these indicators.
Loans and borrowings								
O2	Loans and borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x100</i>	36.55%	49.20%	46.49%	47.48%	52.79%	56.76%	The results that have occurred are as per the Council's Long Term Financial strategy for the next 20 years. The current year results are impacted by the level of carryovers and a subsequent increase in the levels of cash available which effects these indicators.
Loans and borrowings								
O3	Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	7.27%	10.49%	6.00%	5.79%	6.17%	7.45%	The results that have occurred are as per the Council's Long Term Financial strategy for the next 20 years. The current year results are impacted by the level of carryovers and a subsequent increase in the levels of cash available which effects these indicators.
Indebtedness								
O4	Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i>	22.01%	37.09%	35.23%	35.97%	39.60%	41.96%	The results that have occurred are as per the Council's Long Term Financial strategy for the next 20 years. The current year results are impacted by the level of carryovers and a subsequent increase in the levels of cash available which effects these indicators.

FINANCIAL PERFORMANCE INDICATORS - STABILITY								
Stability	Results 2015	Results 2016	Forecasts				Comments	
			2017	2018	2019	2020		
Rates concentration								
S1	Rates compared to adjusted underlying revenue <i>[Rate revenue / Adjusted underlying revenue] x100</i>	55.93%	61.99%	63.66%	63.41%	62.99%	62.84%	The increase between 2016 and 2015 are as per Council's Long Term Financial Strategy. Future increases have been based on a "rate cap" of 2.5%. The current year increase has been impacted by the substantial growth being experienced within the municipality.
Rates effort								
S2	Rates compared to property values <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	0.56%	0.59%	0.60%	0.59%	0.57%	0.56%	

*=2014/2015FY figure has been corrected

KEY TERMS

TERMINOLOGY	DEFINITION
Aboriginal child	means a child who is an Aboriginal person.
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
Active library member	means a member of a library who has borrowed a book from the library
Adjusted underlying revenue	means total income other than: (a) non-recurrent grants used to fund capital expenditure; and, (b) non-monetary asset contributions; and, (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).
Adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
Annual report	means an annual report prepared by a Council under sections 131, 132 and 133 of the Local Government Act 1989.
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Class 1 food premises	means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act
Class 2 food premises	means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act.
Community Care Common Standards	means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth.
Critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health.
Current assets	has the same meaning as in the Australian Accounting Standards
Current liabilities	has the same meaning as in the Australian Accounting Standards
Food premises	has the same meaning as in the Food Act 1984
HACC program	means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
HACC service	means home help, personal care or community respite provided under the HACC program
Infrastructure	means non-current property (excluding land), plant and equipment.
Local road	means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.
Major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.
MCH	means the Maternal and Child Health service provided by a council to support the health and development of children within the municipality from birth until school age.
Non-current assets	means all assets other than current assets
Non-current liabilities	means all liabilities other than current liabilities
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
Own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
Population	means the resident population estimated by council.
Rate revenue	means revenue from general rates, municipal charges, service rates and service charges
Recurrent grant	means a grant other than a non-recurrent grant
Relative socio-economic disadvantage	in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.
Residential rates	means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
Restricted cash	means cash and cash equivalents, within the meaning of the Australian Accounting Standards, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website.
Target population	has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth
Unrestricted cash	means all cash and cash equivalents other than restricted cash.
WorkSafe reportable aquatic facility safety incident	means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

OTHER INFORMATION

Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year for the prescribed financial performance indicators and measures the results forecast by the Council's Strategic Resource Plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by council in its strategic resource plan on 29 June 2016 and which forms part of the Council plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

Certification of Performance Statement

In my opinion, the accompanying Performance Statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.



Glenn Kallio

Principal Accounting Officer

Dated: 14th September, 2016

In our opinion, the accompanying Performance Statement of the *City of Ballarat* for the year ended 30 June 2016 presents fairly the results of council's performance in accordance with the **Local Government Act 1989** and the **Local Government (Planning and Reporting) Regulations 2014**.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.



Des Hudson
Councillor


Dated: 14th September, 2016



Belinda Coates

Councillor

Dated: 14th September, 2016



Justine Linley

Chief Executive Officer

Dated: 14th September 2016



Victorian Auditor-General's Office

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Ballarat

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the City of Ballarat which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the City of Ballarat are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* 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, I and my 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 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
20 September 2016


Andrew Greaves
Auditor-General



8.

APPENDICES

APPENDIX 1

COMMUNITY IMPACT GRANTS 2015-16

Grant Recipient

Average Grant Amount: \$3,922

Total Amount: \$301,964

Grant Recipient	What We Funded	Grant
Capital Project Grants		
Friends of Buninyong Botanical Gardens	Air Conditioning & New Carpet	\$10,000
Wendouree Ballarat Rowing Club	Pontoon Replacement	\$10,000
Buninyong RSL	New Storage Facility	\$6,439
Wendouree Men's Shed	Shed Extension	\$4,737
Ballarat Society of Model Engineers	Public Shelter	\$4,576
Ballarat Society of Model Engineers	Shade Sail Installation	\$1,500
Soroptomists International Ballarat Inc	Garden Construction	\$829
Learmonth & District Historical Society	Storage System	\$4,000
Total 8 Grants	Average Grant \$4,585	\$42,081
Event Grants		
Mad Swan Productions	Chatroom Production	\$10,000
Friends of Ballarat Eventing	Horse Trials Event	\$10,000
BLOC Music Theatre	Camp Rock Musical Event	\$8,000
Sovereign Hill Museums Assoc	Aboriginal History Festival	\$7,400
Delacombe Chairs Forum	Community Events	\$5,600
Midlands District Amateur Swimming Association	Short Course Championships (1)	\$5,434
Ballarat Arts Foundation	Musical Performance	\$5,000
Coronet City Cricket Club	Community Day	\$4,909
Ballarat Indian Association	Diwali Event	\$4,544
Emily & Margie's Underwater Wonderland	Art Materials for Event	\$4,460
Ballarat Autism Network	Autism Awareness Expo	\$3,868
AJC Executive Taskforce Inc	Jazz Convention	\$3,850
Parents & Friends of Buninyong Primary School	Musical Production	\$3,850
Ballarat Woodworkers Guild	Wood & Craft Show	\$3,750
Child and Family Services	Stars on the Lake Community Forum	\$3,087
Ballarat Relay for Life Cancer Council	Publicity for Event	\$2,730
Ballarat Down Syndrome Support Group	Awareness Day Event	\$2,440
Gold Museum	Marketing & Publicity	\$1,975
Ballarat Scottish Country Dance Group	Day of Dance Event	\$1,400
Ballarat Happy Wanderers	Coach Trips	\$1,300
Ballarat Bonsai Society	Art to Nature Exhibition	\$1,119
Dancing Ballroom	Seniors Festival Dance Event	\$1,044
Sebastopol West Kindergarten	Family Fun Market Day	\$1,020
Ballarat Community Health	Food Security Forum	\$1,000
Royal South Street Society	Launch Celebration	\$1,000
Ballarat Permaculture Guild	Future of Local Food Conference	\$925
Ballarat Interfaith Network	Musical Event	\$916
Delacombe Companion Club	Christmas Celebration	\$880
Total 29 Grants	Average Grant \$3,657	\$106,067

Grant Recipient	What We Funded	Grant
Equipment Grants		
Eureka Gymnastics Club	Gym Equipment	\$10,000
UnitingCare Ballarat	Meal Vouchers	\$9,600
Ballarat Blue Light	Medals	\$9,000
Burrumbeet Soldiers Memorial Hall Committee	Projector & Screen	\$7,000
The Stroke Association of Victoria	Office Equipment	\$6,346
SEAM	Wool & Publicity	\$5,197
Sailability @ Ballarat Yacht Club	New Sailing Boat	\$5,000
St John Ambulance Ballarat Division	Life Saving Equipment	\$4,456
Pinarc Disability Support	Games Cove Equipment	\$4,201
Ballarat Lawn Tennis Club & Hockey Ballarat	New Furniture	\$4,027
Eureka Drilldance Club	New Uniforms	\$3,860
Ballarat Eureka Strikers Soccer Club	New Uniforms	\$3,133
Chinese Australia Cultural Society	Safety Equipment	\$3,000
Little Munchkins Playgroup	Start Up Playgroup Equipment	\$2,052
Anglicare Victoria	PA System	\$1,846
Miners Rest & District Lions Club	Christmas Decorations	\$1,750
Phoenix Basketball Club	Coaches Bags	\$2,115
Sebastopol Men's Shed	White Goods	\$1,296
Goldfields Car Club	Defibrillator	\$1,200
Wendouree Men's Shed	Safety Equipment	\$1,060
Sebastopol Men's Shed	White Goods	\$922
Goldfields Car Club	Digital Projector	\$600
Eureka Veterans Cycling Club	Safety Signage	\$550
Sebastopol Men's Shed	White Goods	\$460
Warrenheip Memorial Hall	New Tables	\$3,180
Ballarat Memorial Concert Band	Instruments	\$8,077
Total 27 Grants	Average Grant \$3,856	\$104,108

Promotion & Publication Grants		
Pitcha Makin Fellas	Book	\$6,916
University of the Third Age	Website Creation	\$3,488
Friends of Ballarat Botanical Gardens	Website Creation	\$2,706
Ballarat Chess Club	History Book Publication	\$2,500
Buninyong Golf Club	Anniversary Booklet	\$1,184
Total 5 Grants	Average Grant \$3,359	\$16,794

Training & Development Grants		
Southern Cross Kids Camps	Kids Camp	\$8,000
BREAZE	Farmers Market Workshops	\$5,333
Ballarat Mechanics Institute	Photography Workshops	\$5,173
Ballarat Basketball Association	Food for Program Participants	\$5,000
Leadership Ballarat & Western Region	Photography Workshops	\$3,073
ECKA Linda Brown Kindergarten	Early Matters Program	\$2,895
Ballarat Regional Multicultural Council	Food for Program Participants	\$2,840
Ballarat Central Uniting Church Homework Club	Food for Program Participants	\$600
Total 8 Grants	Average Grant \$4,114	\$32,914

APPENDIX 2

ADVISORY & NON-ADVISORY COMMITTEES, GROUPS & ORGANISATIONS

INCLUDES COUNCILLOR COMMITTEE REPRESENTATION

Reference

CEO: Chief Executive Officer **CFO:** Chief Financial Officer **GM:** General Manager **Gov:** Governance
G&D: Growth & Development **P&C:** People & Communities **D&E:** Destination & Economy

GROUPS AND ORGANISATIONS WITH COUNCILLOR REPRESENTATION

Not Established as Advisory or Section 86 Committees

ORGANISATION	PORTFOLIO TEAM	COUNCILLOR	FREQUENCY OF MEETINGS	COUNCIL OFFICER
Arch of Victory (Central Ward)/ Avenue of Honour (north Ward) Advisory Committee	G&D	Cr Crompton Cr Phillips	Quarterly	Vegetation Planning Officer
Art Gallery of Ballarat Board	D&E	Cr Coltman	Monthly	Director Development & Planning
Australian Local Government Women's Association (ALGWA)		Cr Coates	Events, Annual Conference	
Ballarat ICT	D&E	Cr Coltman		Director Development & Planning
Ballarat Regional Tourism Board	D&E	Cr Innes	Monthly	Director Development & Planning
Castlemaine (Mine) Environmental Advisory Committee	G&D	Cr Innes (backup Cr Coates)	Quarterly	Representative from Council's Planning Department
Central Highlands Mayors & CEOs Forum		Mayor of the Day, Cr Hudson (backup Deputy Mayor, Cr Coates)	Bi-Monthly	CEO
Central Victorian Greenhouse Alliance	G&D	Cr Coates		Director Infrastructure & Environment
Commerce Ballarat	D&E	Cr Johnson	Monthly	Director Development & Planning
Committee for Ballarat		Mayor of the Day, Cr Hudson	Bi-Monthly	Director Infrastructure & Environment
Grampians Central West Waste & Resource Recovery Group	G&D	(Cr Hudson)		Director Infrastructure & Environment Strategic Waste Officer
Local Learning Education Network	P&C	Cr Coates (backup Cr Innes)		Manager Learning & Diversity
Municipal Association of Victoria (MAV)		Cr Coltman (backup Cr Coates)	State Council, Annual Conference	CEO
MAV Rural South Central Region Group		Cr Coltman (backup Cr Coates)	Quarterly	CEO
MAV Arts and Culture Committee		Cr Coltman	Every four months	CEO
MAV Multicultural Committee		Cr Coltman	Every four months	CEO
Museum of Australian Democracy at Eureka (M.A.D.E.)	D&E	Cr Phillips		Director Development & Planning
Regional Cities Group		Mayor of the Day, Cr Hudson (backup Deputy Mayor, Cr Coates)	Bi-Monthly	CEO
Regional Motor Sports Facility Group		Cr Coltman Cr Crompton Cr Phillips		

ORGANISATION	PORTFOLIO TEAM	COUNCILLOR	FREQUENCY OF MEETINGS	COUNCIL OFFICER
Responsible Gambling Committee	P&C	Cr Hudson (backup Cr Coates)		Social Infrastructure Planning Officer
Victorian Local Governance Association (VLGA)		Cr Coates	Events, Annual Conference	CEO
Clean Ballarat Committee		Cr Coates (Chair) Cr Johnson Cr Rinaldi Cr Coltman		

SPECIAL COMMITTEES OF COUNCIL

Created under section 86 of the *Local Government Act 1989*

A Section 86 Committee exercises a power, or performs a duty or function of the Council that has been delegated to it through an Instrument of Delegation.

COMMITTEE	PORTFOLIO TEAM	COUNCILLOR REP	OTHER MEMBERS APPOINTED BY COUNCIL	FREQUENCY OF MEETINGS	COUNCIL OFFICER
Ballarat Friends of Ainaro Community Special Committee	P&C	Cr Coates (backup Cr Hudson)	Desley Beechey, Christopher Bluett, Barry Flynn, Robert Gray, Dianne Hadden, Anthony Haintz, Dianne McGrath, Andrew Miller, Sean O'Keeffe	Monthly	Cultural Partnerships Officer
CEO Performance Review Special Committee		All Councillors	Nil	As required	CFO
Community Impact Special Committee	P&C	Cr Coates, Cr Coltman, Cr Hudson	Barbara Hughes, Peter Rademake, Geoff Sharp	Monthly	GM People & Communities, Manager Community Development
Committee of Management Review Sub-committee of Council (Sect 86)	Gov	Cr Coates, Cr Coltman, Cr Crompton		Bi-monthly	Senior Manager - Governance & Council Services
Contracts Approval Special Committee	G&D	Cr Crompton, Cr Phillips, Cr Rinaldi		Weekly	CFO
Her Majesty's Theatre Board Special Committee	D&E	Cr McIntosh	Timothy Gay, Ron Harrington, Brett Macdonald, Daniel Moloney, Peter Morey, Michael Porter, Scott Sherritt, Peter Zala	6-weekly	GM City Strategy
Policy Review Sub-committee of Council (section 86)	Gov	Cr Coltman, Cr Crompton, Cr Coates, Mayor of the day (Cr Hudson)		Bi-monthly	Senior Manager - Governance & Council Services
Invermay Recreation Reserve Special Committee (North Ward)	P&C	Cr Coltman (back-up North Ward Councillor)	Jabez Armstrong, Ian Daniel, Geoffrey Fraser, Marianne Farrar, Ian Martin, Peter Nunn, Ruth Nunn	Bi-monthly	Manager Sport & Recreation

COMMITTEES ESTABLISHED UNDER OTHER ACTS

COMMITTEE	PORTFOLIO TEAM	COUNCILLOR REP	FREQUENCY OF MEETINGS	COUNCIL OFFICER
Ballarat West Town Common	G&D	All Councillors (as Trustees)	As required	Property Services Manager
Coghills Creek / Glendaruel Cemetery	G&D	All Councillors (as Trustees)	As required	Property Services Manager
Learmonth Cemetery	G&D	All Councillors (as Trustees)	As required	Property Services Manager
Municipal Emergency Management Planning Committee	P&C	Cr Phillips (back-up Cr Coates)	Quarterly	Municipal Emergency Manager
Municipal Fire Management Planning Committee	P&C	Cr Phillips (back-up Cr Coates)	Min 3 plus special meetings as required in Summer	Municipal Emergency Manager, Municipal Fire Prevention Officer

ADVISORY COMMITTEES CREATED BY COUNCILDefined as Assemblies of Council under the *Local Government Act 1989*

COMMITTEE	PORTFOLIO TEAM	COUNCILLOR REP	FREQUENCY OF MEETINGS	COUNCIL OFFICER
Ascot Hall Committee (North Ward)	P&C	Cr Johnson (back-up North Ward Councillor)	As required	Community Engagement Support Officer
Ballarat Airport/Aerodrome Advisory Committee (North Ward)	G&D	Cr Johnson, Cr McIntosh, Cr Phillips (back-up North Ward Councillor)	Bi-monthly	Airport Manager, Manager Property Services, Manager Economic Development
Ballarat Aquatic Centre Committee		Cr Hudson (back-up Cr Coates)	Quarterly	Manager Sport & Recreation
Ballarat Heritage Advisory Committee	G&D	Cr McIntosh (back-up Cr Coltman)	Bi-monthly	GM City Strategy, Manager Planning Strategy, Coordinator Heritage Strategy
Ballarat Live Music Strategy Advisory Committee	D&E	Cr Coates, Cr Crompton, Cr Johnson	Monthly	Manager Arts & Culture <i>Note: this Committee will dissolve at the establishment of the Ballarat Live Music Strategy</i>
Ballarat Livestock Selling Centre Advisory Committee	G&D	Cr Johnson, Cr Rinaldi		Project Manager
Ballarat Municipal Observatory Advisory Committee	G&D	Cr Hudson	Bi-monthly	Property Services Manager
Ballarat Regional Soccer Facility Advisory Committee	P&C	Cr Hudson, Cr Innes	Monthly	Manager Sport & Recreation
Ballarat West Structure Plan Advisory Committee	G&D	Cr Phillips	Quarterly	CEO, GM City Infrastructure, GM People & Communities, GM City Strategy, Manager Planning Strategy
Brown Hill Hall Committee (North & Central Wards)	P&C	Cr Coltman (back-up North Ward Councillor)	Quarterly	Community Engagement Support Officer
Buninyong Community Hall Committee (South Ward)	P&C	Cr Innes	As required	Community Engagement Support Officer
Burrumbeet Soldiers Memorial Hall Committee (North Ward)	P&C	Cr Phillips (back-up North Ward Councillor)	Monthly	Community Engagement Support Officer

COMMITTEE	PORTFOLIO TEAM	COUNCILLOR REP	FREQUENCY OF MEETINGS	COUNCIL OFFICER
Cardigan Village Community Centre Advisory Committee (North Ward) <i>Note: New Advisory Committee to be established in 2015</i>		Cr Phillips (back-up North Ward Councillor)		Community Engagement Support Officer
Child Friendly Ballarat Advisory Committee	P&C	Cr Coates (back-up Cr Hudson)	Monthly	Family & Children's Services Manager
Community Safety Advisory Committee	P&C	Cr Hudson (Chair), Cr Johnson	Bi-monthly	Community Safety & Wellbeing Officer
Disability Advisory Committee	P&C	Cr Coates (back-up Cr Coltman)	Quarterly	Rural Access Coordinator
Eureka Commemorative Advisory Committee (South Ward)	D&E	Mayor of the Day (Cr Hudson)	Monthly	Monthly Manager Arts & Culture
Intercultural Advisory Committee	P&C	Cr Coltman (back-up Cr Coates)	Quarterly	Cultural Partnerships Officer
Koorie Engagement Action Group Advisory Committee	P&C	Cr Coates (back-up Cr Coltman)	Monthly	Cultural Partnerships Officer
Lake Learmonth Advisory Committee (North Ward)	G&D	Cr McIntosh (back-up North Ward Councillor)	Quarterly	GM City Services
Lake Wendouree & Gardens Advisory Committee (Central Ward)	G&D	Cr Crompton, Cr McIntosh	Bi-monthly	Coordinator Parks & Gardens
Miners Rest Hall Advisory Committee (North Ward)	P&C	Cr Phillips (back-up North Ward Councillor)	Quarterly	Community Engagement Support Officer
Mt Buninyong Reserve Advisory Committee (South Ward)	G&D	Cr Innes	Twice a year	GM City Services
Positive Ageing Advisory Committee	P&C	Cr Johnson (Chair), (back-up Cr Coltman)	Bi-monthly	Positive Ageing Development Officer
Public Art Advisory Committee	D&E	Cr Coates, Cr Hudson, Cr Innes	Quarterly	Public Art Coordinator
Road Safety Advisory Committee	G&D	Cr Hudson (back-up Cr Phillips)	Bi-monthly	Manager Infrastructure Design & Delivery, Coordinator Traffic & Transport
Sebastopol RSL Hall Advisory Committee (South Ward)	P&C	Cr Hudson (back-up Cr Innes)	Monthly	Community Engagement Support Officer
Water Resources Committee	G&D	Cr Phillips (back-up Cr Coates)	Bi-monthly	Strategic Waste Officer
Western Highway Action Group	G&D	Cr Coltman, Cr Phillips	Bi-monthly	Manager Infrastructure Design & Delivery

PORTFOLIO TEAMS

Defined as Assemblies of Council under the *Local Government Act 1989*

PORTFOLIO TEAM	COUNCILLOR REPRESENTATIVE	COUNCIL OFFICER
Growth & Development	Cr Crompton, Cr Phillips, Cr Rinaldi	GM City Infrastructure, GM City Strategy
Destination & Economy	Cr Innes, Cr Johnson, Cr McIntosh	GM City Strategy
People & Communities	Cr Coates, Cr Coltman, Cr Hudson	GM People & Communities
Finance	Cr Coates, Cr Coltman, Cr Hudson, Cr Crompton	CFO

APPENDIX 3

REPORTS CONSIDERED BY THE AUDIT ADVISORY COMMITTEE IN 2015-16

29 July 2015		
AC477	Victorian Auditor General – Interim Management Letter	Completed
AC478	Internal Audit Report – Transport Asset Management Plan	Completed
AC479	Internal Audit Report – Drainage Asset Management Plan	Completed
AC480	Internal Audit Report – Review of 2014-2017 Internal Audit Plan	Completed
AC481	Interest Returns Report	Completed
AC482	Fraud Policy Amendment	Completed
AC483	Matrix of Outstanding Items	Completed
9 September 2015		
AC484	2014/15 Annual Financial Accounts	Completed
AC485	Internal Audit Report – Buildings, Structures & Facilities Asset Management Plan	Completed
AC486	Internal Audit Report – Road Management Plan	Completed
AC487	State of Assets Report	Completed
AC488	Internal Audit Report – Payroll	Completed
AC489	Internal Audit Report – Human Resources Management and Recruitment	Completed
AC490	Internal Audit Report – Employee Scheduling, Wage Cost Management & Overtime	Completed
AC491	Internal Audit Report – Project Management – Follow Up	Completed
AC492	Internal Audit Report - Fleet	Completed
AC493	Internal Audit Program Status Update	Completed
AC494	Interest Returns Report	Completed
AC495	Appointment of Chairman	Completed
AC496	Matrix of Outstanding Items	Completed
9 September 2015		
AC497	Victorian Auditor General's Office – IT Management Letter Year Ending 30 June 2015	Completed
AC498	Internal Audit Report – Food Safety and Hygiene	Completed
AC499	Landfill – Update	In progress
AC500	Internal Audit Program – Status Update	Completed
AC501	Schedule of Meetings for 2016	Completed
AC502	Matrix of Outstanding Items	Completed
10 February 2016		
AC503	Victorian Auditor General's Office – 2015-16 Audit Strategy	Completed
AC504	Internal Audit Report – Planning Department Review	Completed
AC505	Internal Audit Report – Fraud Management	Completed
AC506	Internal Audit Program – Major Project Gateway Review – Lucas Community Hub	Completed
AC507	Risk Report	Completed
AC508	Victorian Auditor General's Report – Local Government 2014-15 Snapshot	Completed
AC509	Matrix of Outstanding Items	Completed
15 June 2016		
AC510	Victorian Auditor General's Office – Interim Management Letter	Completed
AC511	Internal Audit Report – Major Project Gateway Review – Fernery Upgrade	Completed
AC512	Internal Audit Report – Land Asset Management Plan	Completed
AC513	Safety, Risk and Insurance Update Report	Completed
AC514	Review of Planning – Update	Completed
AC515	Internal Audit Report – Land Asset Management Plan	Completed
AC516	Review of Actions on Past Reports – Update	In progress
AC517	Cash Handling and Receipting Policy	In progress
AC518	Internal Audit Program Status Update	Completed
AC519	Victorian Auditor General's Report – Local Government Service Delivery: Recreational Facilities	Completed
AC520	Matrix of Outstanding Items	Completed

APPENDIX 4**CITY OF BALLARAT LOCAL LAWS****AT 30 JUNE 2016****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 Saleyards 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 & 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 Dec 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

APPENDIX 5

SERVICE RECOGNITION AWARD RECIPIENTS 2015-16

Name	Position	Years
Leanne Dixon	Customer Service Sys. Support Coord	35
Robyn Ashmore	Corp. Systems Administrator	30
Patricia Bosworth	School Crossing Supervisor	30
Dorothy Harris	Community Care Worker - West	30
Peter Henderson	Animal Control Officer	30
Rod Leith	Financial Operations Manager	30
Diane May	School Crossing Supervisor	30
Cookie Riddiford	Administration Officer	30
David Rivett	Maintenance & Construction Worker	30
Jannette De Vet	Community Care Worker - South	25
Peter Freund	Marketing & Public Pro Officer	25
Ross Grundell	Coordinator Parking Services	25
Stephen Hucker	Waste Collection Driver	25
Catherine McDonald	Community Care Coord - East	25
Warren Swards	Technical Officer E H	25
Kaye Beaumont	Circulation Supervisor	20
Carli Grant	Early Childhood Educator Diplo	20
Trevor Greenwood	Sweeper Driver	20
Daniel Griffin	Arborist	20
Melissa Harris	Team Leader Administration	20
Sharon Landy	Administration Officer	20
Rosemary McKinnon	Maternal & Child Health Nurse	20
Jennifer Phillips	School Crossing Supervisor	20
Ashley Smith	Facility Maintenance Carpenter	20
Erin Brennan	Gardener	15
Sharon Firms	Community Care Worker - South	15
Tony Foy	Traffic Officer	15
Dale Glasson	Gardener - Parks Maintenance	15
Deborah Haeusler	Community Care Coord - South	15
Derylle Hastings	Land Development Subdiv. Engin	15
Pauline Kelly	Community Care Worker - North	15
John Kerr	Plant Operator	15
Dalena Lee	Child Care Centre Cook	15
Greg Lonergan	Street Cleaner	15
Douglas McGregor	Front of House	15
Ludewina McGregor	School Crossing Supervisor - Casual	15
Greg Medwell	Sweeper Driver	15
Mark Moravec	Gallery Visitor Services Officer	15
Natasha Muzik	Early Childhood Educator Diplo	15

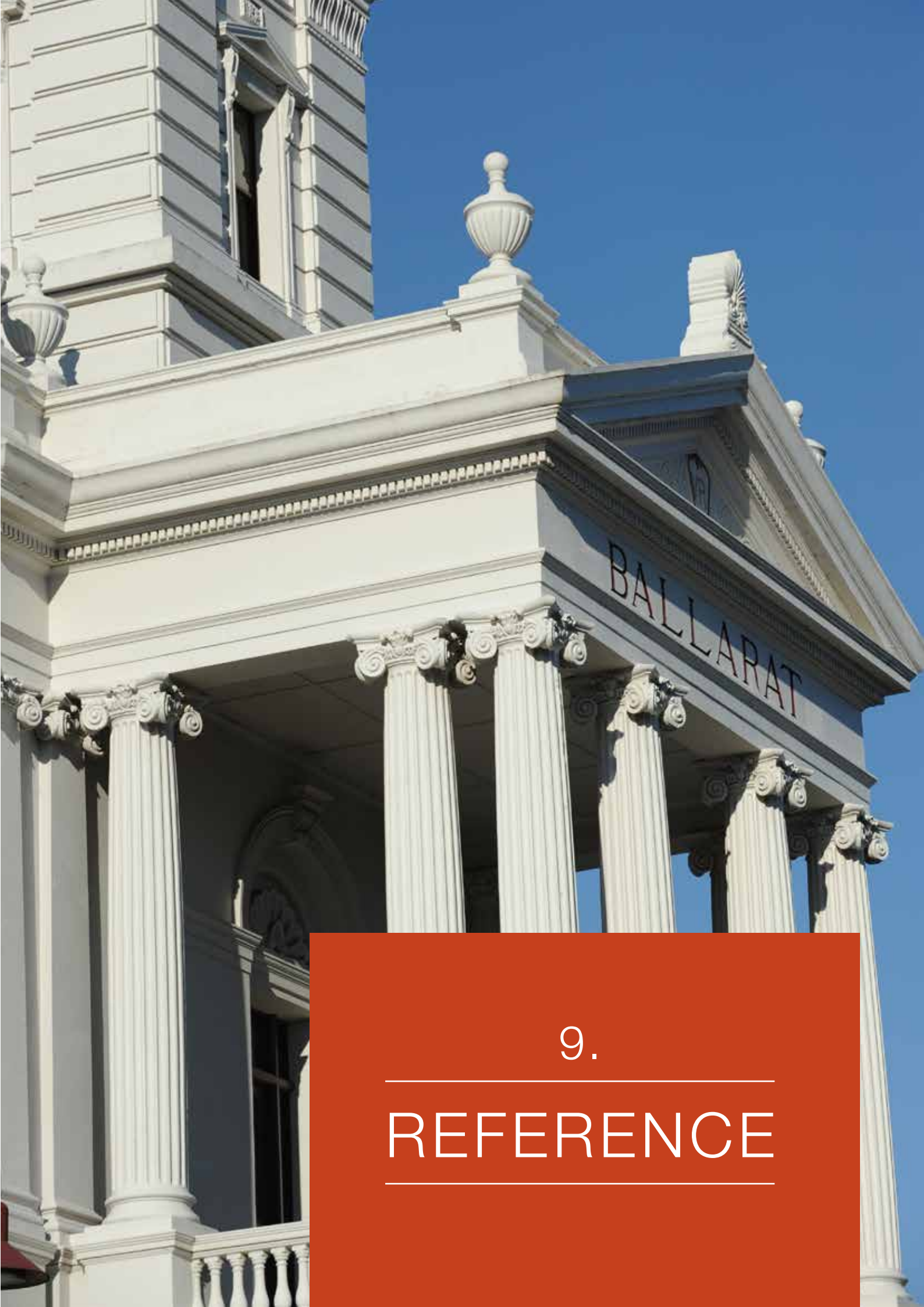
Name		Position	Years
Leslee	Neil	Maternal & Child Health Nurse	15
Beverley	Oparski	School Crossing Supervisor	15
Karen	Ronan	Library Officer Sebastopol	15
Gerri	Smith	School Crossing Supervisor	15
Rodney	Tonkin	Customer Service Officer	15
Melissa	Waight	Library Officer Wendouree	15
Pete	Appleton	Manager Community Development	10
Marita	Beames	Administration Officer	10
Nicholas	Benyon	Supervisor Arboriculture	10
Danny	Blaby	Maintenance & Construction Worker	10
Peter	Blood	Gardener	10
Teagan	Bruty	Admin Sup Officer Stat Plan	10
Sean	Cahir	Road Maintenance & Construction Worker	10
Rebecca	Carter	Subdivision Admin Officer	10
Adrian	Cole	Community Care Worker - North	10
Sandra	Cooper	Supported Respite Child Care Worker	10
Lisa	Craig	Family Services Coordinator	10
Melissa	Findlay	Library Officer Wend 3 P/T	10
Shaun	Foy	Coordinator Asset Management	10
Emma	Foy	Front of House	10
Margaret	Frith	School Crossing Supervisor	10
Robyn	Grigg	Revenue Officer	10
Robin	Hand	Survey Officer	10
Liz	Hardiman	Cultural Partnerships Officer	10
Leticia	Hearn	Library Officer Sebastopol	10
Duncan	Lannan	Waste Collection Driver	10
Melissa	Lloyd	Early Childhood Educator Diplo	10
Kylie	MacDonald	Front of House	10
Robyn	Mader	Child Care Centre Cook	10
Brendan	Mayman	Manager Environmental Health	10
Claire	Molesworth	Strategic HR Officer	10
Lesley	Morgan	Branch Manager Ballarat Library	10
Brenda	Reid	Team Leader Program Support	10
Jacqueline	Riseley	Community Care Worker - South	10
Dean	Romeril	Recycle Waste Collection Drive	10
Lindsay	Slater	Maintenance & Construct Worker	10
Nadia	Trollop	Gymnastics Coach	10
Suzie	Verdoorn	Administration Officer	10
Chris	Woodford	Lead Hand Operator Waste & Rec	10

APPENDIX 6

EXTERNAL FUNDING SOURCES

City of Ballarat Grants Received 2015-16

Funding Source	Program/Project Supported	\$
Department of Justice and Regulation	Little Bridge Street Pocket Park project	138,000
Department of Environment, Land, Water and Planning	Sebastopol Library upgrade	600,000
Regional Development Victoria	C E Brown Reserve upgrade	1,500,000
Regional Development Victoria	Eureka Stadium upgrade	5,343,710
Sustainability Victoria	Green bins	500,000
Department of Transport, Planning and Local Infrastructure	Russell Square lighting upgrade	72,000
Department of Transport, Planning and Local Infrastructure	Mount Clear Pavilion upgrade	90,000
Department for Regional and Rural Development	Learmonth Pathways project	41,500
Regional Development Victoria	Miners Rest Community Park upgrade	140,000
Department for Regional and Rural Development	Inclusive Playspace	500,000
Department of Transport, Planning and Local Infrastructure	Buninyong Village Square	254,000
VicRoads	Black spot funding	1,184,000
Department of Infrastructure and Transport	Roads to Recovery	3,004,000
Department of Environment, Land, Water and Planning	Victorian Grants Commission funding	6,094,000
Department of Public Transport	CBD activation	50,000
Arts Victoria	Regional Partnerships program Art Gallery Ballarat and Her Majesty's Theatre	267,000
Department of Health / Department of Health and Ageing	Home & Community Care programs	5,049,000
Department of Transport, Planning and Local Infrastructure	Public libraries program	647,000
VicRoads	School crossing supervision subsidy	239,105



9.

REFERENCE

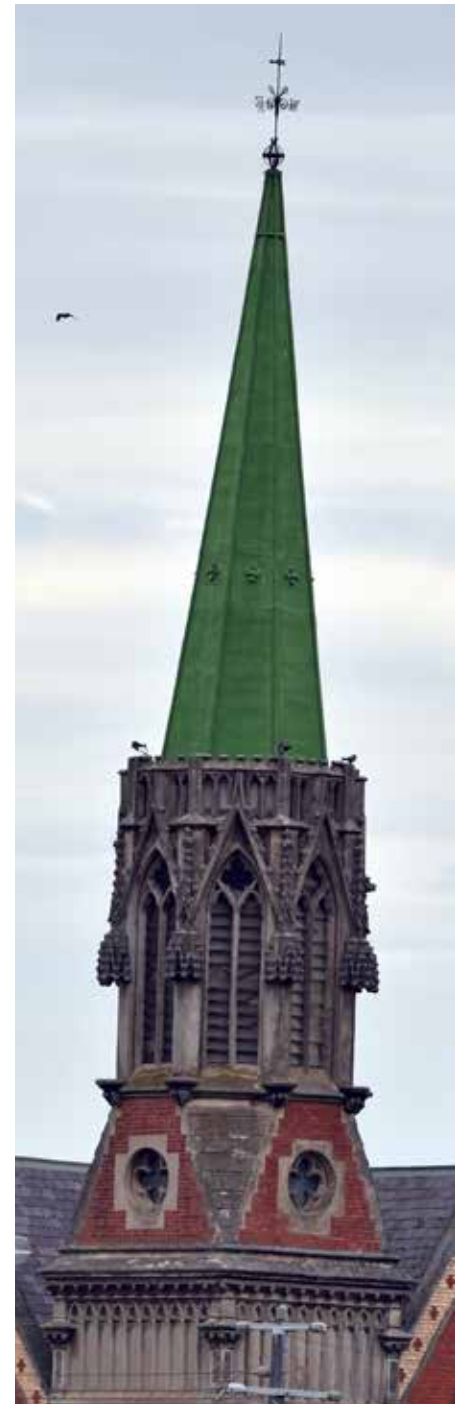
GLOSSARY

Term	Definition
Act	The <i>Local Government Act 1989</i>
Annual Report	A report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Appropriateness	Indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome
Assets	Property owned by the City
Australian Accounting Standards (AAS)	The accounting standards published by the Australian Accounting Standards Board
Best Value	The review of all services provided by Council to ensure they meet the quality and cost standards and the needs of the community. LGA s208A – s208G
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan
Capital Projects	Projects that result in the creation or improvement of an asset.
COB	City of Ballarat
Councillors	Elected representatives of Council who serve a four-year term
Council Funding Priorities	Council's key long-term projects for the municipality, many of which require funding to be secured from State and Federal Government and/or the Private Sector
Council Plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years
EFT	Full-time Equivalent Employment – 1 EFT is equivalent to one person working 38 hours per week
Financial Performance Indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a Council covering operating position, liquidity, obligations, stability and efficiency
Financial Statements	The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and statement of capital works, included in the annual report
Financial Year	The period of 12 months ending on 30 June each year
Governance	Administration of the City's compliance with the LGA
Indicator	What will be measured to assess performance
Infrastructure	Long-term assets / structures that provide services to the community
Initiatives	Actions that are one-off in nature and/or lead to improvements in service
Internal Audit	An independent appraisal function that examines and evaluates the City of Ballarat's financial, management and internal control systems
LGA	<i>Local Government Act 1989</i>
Local Laws	Those laws under the jurisdiction of the Council and enforced by City Staff and/or Victoria Police
Major Initiative	Significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget

Term	Definition
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	The Minister for Local Government
Non-Capital Projects	A discretionary project that does not result in the creation of an asset
Ordinary Council Meeting	Regular scheduled Council Meetings held twice a month
Outcome	A result of actions focused on objectives
Performance Indicator	Indicators used to monitor the performance of the city in achieving its objectives in the 2013-2017 Council Plan
Performance Statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Portfolio	A specific area of responsibility allocated to each Councillor
Planning and Accountability Framework	The key statutory planning and reporting documents that are required to be prepared by Councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Principle Accounting Officer	The person designated by a Council to be responsible for the financial management of the Council
Regulations	<i>The Local Government (Planning and Reporting) Regulations 2014</i>
Relevance	Indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved
Report of Operations	A report containing a description of the operations of the Council during the financial year and included in the annual report
Services	Assistance, support, advice and other actions undertaken by a Council for the benefit of the local community
Service Outcome indicators	The prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Service Performance Indicators	A prescribed set of indicators measuring the effectiveness and efficiency of Council services covering appropriateness, quality, cost and service outcomes
Special Council Meeting	Those Council Meetings held for special purposes and in addition to the twice monthly ordinary Council Meetings
Strategic Directions	The four key areas that Council will focus on over a four-year period, as outlined in City Plan 2013-17
Strategic Resource Plan	A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan
Strategies	High level actions directed at achieving the strategic objective in the Council Plan
Sustainable Capacity Indicators	A prescribed set of indicators measuring whether Councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management
Ward	Defined electoral area to which a representative is elected as Councillor
Victorian Local Government Indicators	Results from the community Satisfaction survey conducted by the State Government
2013-2014 Annual Business Plan	The business plan the City will pursue over a 12-month period to achieve the objectives and strategies in the Council Plan

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HOW TO CONTACT US

OUR OFFICES

Town Hall Office

Cnr Sturt & Armstrong Streets
Ballarat Central

T: 03 5320 5500
Monday - Friday
8.15am - 5pm

Ballarat Works Depot

Cnr Sturt & Armstrong Streets
Ballarat Central

T: 03 5320 5500
Monday - Friday
8.15am - 5pm

Local Laws and Traffic Office

25 Armstrong Street South Ballarat

T: 03 5320 5714
Monday - Friday
8.15am - 5pm

The Phoenix Building

25 Armstrong Street South
Ballarat Central

T: 03 5320 5500
Monday - Friday
8.15am - 5pm

Parks and Environment Office

Cnr Ring Road & Trewin Street
Wendouree

T: 03 5320 7401
Monday - Friday
7.15am - 4pm

EMAIL

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





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):

- » 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 then ask for 03 5320 5500
- » ReadSpeaker text-to-speech service is available on our website

ONLINE

www.ballarat.vic.gov.au

-  www.facebook.com/BallaratCityCouncil
-  www.twitter.com/cityofballarat
-  www.instagram.com/cityofballarat
-  www.youtube.com/user/TheCityofBallarat

INVESTMENT ENQUIRIES

Economic Development Unit
03 5320 5579
economicdevelopment@ballarat.vic.gov.au

VISIT ENQUIRIES

www.visitballarat.com.au
1800 44 66 33



Community members enjoying Harmony Fest in March 2016 – details can be found on page 15.



The Municipality of the City of Ballarat | Addington, Alfredton, Ascot, 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, Glendonnel, Golden Point, Gong Gong, Invermay, Invermay Park, Lake Gardens, Lake Wendouree, Learmonth, Lucas, 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 and Winter Valley (new suburb in 2016).