

CITY OF  
**BALLARAT**



# ANNUAL REPORT 2020-2021







## ABOUT THIS ANNUAL REPORT

The City of Ballarat has prepared this Annual Report in accordance with the requirements and guidelines of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and acknowledges the legal responsibility to comply with the *Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*.

This report provides an account of the City of Ballarat's performance in the 2020-21 financial year against the Council Plan (the framework within which we deliver the everyday services, programs and projects for our community) and the budget. 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.

This document includes the following in accordance with statutory requirements:

- Report of Operations: this includes highlights of the year, details about the City of Ballarat's governance, management and operations, and a report on our performance against the Council Plan and the Budget in the 2020-21 financial year.
- Financial Statements
- Performance Statement

### How to get your copy and give feedback

Electronic copies are available on our website. We welcome your feedback on this document. Details on how to contact us can be found on the back cover.

## OUR MISSION

**Working together we create a better future for our city.**

### What this means

**Working together** – We are a conduit and are acting collaboratively to build strong relationships and alliances with those who support our beliefs. **Create** – We bring into existence, generate, produce, initiate, develop and shape our city. **Better** – We are continually improving and becoming more desirable. We are smart, one step ahead and exceeding as a city. **Future** – We achieve our vision with a long-term perspective. **City** – Our place, our community and our people.

## OUR PURPOSE

**We believe in making Ballarat a better place for all.**

### What this means

**Believe** – Our fundamental cause, our reason for being and what matters most. **Making** – We are actively involved; in turn creating a positive and lasting difference for our city. **Ballarat** – Our city, our villages, our townships, our community and our people. **Better** – We are continually improving and becoming more desirable. We are smart, one step ahead and exceeding as a regional city. **Place** – We are proud of our city's beauty, identity, lifestyle and the fact it is a preferred regional destination. **For all** – We are inclusive of everyone who lives, works, invests, studies and visits our city.

# INTRODUCTION

**We are pleased to present this Annual Report to our community. The 2020-21 Annual Report is one of the primary means of advising our community about the City of Ballarat's operations and performance in the past financial year.**



**The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.**

## OVERVIEW

Ballarat - a snapshot	<b>04</b>
Fast facts	<b>05</b>
A message from the Mayor	<b>06</b>
A message from the CEO	<b>07</b>
COVID-19	<b>08</b>
Performance highlights	<b>09</b>
Event highlights	<b>13</b>
Awards	<b>15</b>
Description of operations	<b>17</b>
Major capital works expenditure	<b>18</b>

## OUR ORGANISATION

Executive leadership reporting structure	<b>33</b>
Staff profile	<b>35</b>
Our performance 2020-21	<b>36</b>

## OUR PERFORMANCE

Liveability	<b>38</b>
Prosperity	<b>46</b>
Sustainability	<b>50</b>
Accountability	<b>60</b>

## FINANCIAL REPORT

Annual Financial Report	<b>66</b>
Annual Performance Statement	<b>131</b>

## APPENDIX

Advisory and non-advisory committees	<b>141</b>
--------------------------------------	------------

## CONTACT

Contact information	<b>142</b>
---------------------	------------

## OUR COUNCIL

Councillors	<b>20</b>
The role of local government	<b>21</b>

## GOVERNANCE

Delegated committees	<b>22</b>
Councillor allowances	<b>23</b>
Councillor expenses	<b>24</b>
Service performance indicators	<b>25</b>
Management	<b>26</b>
Governance and management checklist	<b>27</b>
Statutory information	<b>29</b>

# OVERVIEW



## BALLARAT - A SNAPSHOT

### City of Ballarat

City of Ballarat's population in 2020 was 111,361 (Australian Bureau of Statistics). This has grown by 1,857 new residents since the 2019 estimate of 109,504 residents. This represents continued strong population growth for Ballarat with a 1.7 per cent annual growth rate. This is slightly lower than the 1.8 per cent average annual growth that Ballarat experienced over the past ten years. Population growth remains a key economic driver for our city.

### Ballarat or Ballaarat

(Historical Spelling)

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



### Municipality

The City of Ballarat municipality covers an area of 740 square kilometres and includes the outlying townships of Buninyong, Miners Rest, Learmonth and Cardigan Village. It is part of an area of land under the traditional custodianship of the Waddawurrung 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).

### Locations within the Municipality of the City of Ballarat

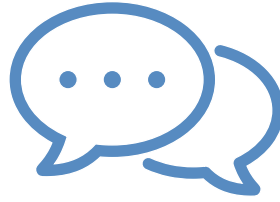
Addington, Alfredton, Ascot, Bakery Hill, Bald Hills, Ballarat Central, Ballarat East, Ballarat North, Black Hill, Blowhard, Bo Peep, Bonshaw, Brown Hill, Buninyong, Bunkers Hill, Burrumbeet, Canadian, Cardigan, Cardigan Village, Chapel Flat, Coghills Creek, Creswick, Delacombe, Durham Lead, Ercildoune, Eureka, Glen Park, Glendaruel, Glendonald, 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, Scotchman's Lead, Scotsburn, Sebastopol, Smythes Creek, Soldiers Hill, Sulky, Tourello, Warrenheip, Wattle Flat, Weatherboard, Wendouree, Windermere and Winter Valley.

## FAST FACTS



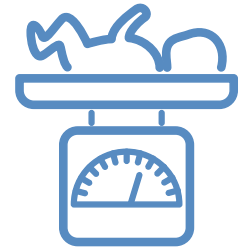
412,682

visits to the  
**City of Ballarat**  
website



33,000

visits to the  
**City of Ballarat**  
mySay page



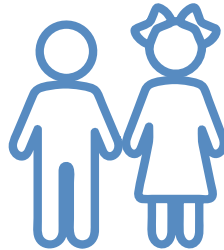
10,510

key age and  
stage visits  
**completed**



120

nominations for  
the City of Ballarat  
**Youth Awards**



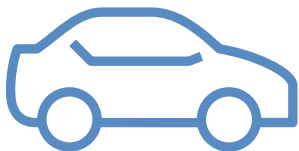
148

children  
participated in  
**Children's**  
**Consultation**



40.5%

increase in video  
views on the  
**City of Ballarat**  
**YouTube Channel**



70%

**Increase in visitors**  
who live 25km+ from  
Ballarat at **Ballarat**  
**Begonia Festival**



9.5

points above state  
average **satisfaction**  
with **City of Ballarat**  
**Customer service**



1,981

community responses  
received for **Ballarat:**  
**Our Future** community  
engagement process





# A MESSAGE FROM THE MAYOR

## **On behalf of my fellow Councillors, I am pleased to present Ballarat City Council's 2020-21 Annual Report.**

I would like to thank the hard work of both Councillors and staff over the year in an often-constrained COVID-19 environment.

Like no other year in recent history, this has been one of incredible rollercoaster ups and downs for the city as a whole and our Council.

Ballarat has faced ongoing lockdowns from the COVID-19 pandemic, challenges to the viability of many businesses and an unprecedented impact on our tourism. But it has also seen incredible resilience from a diverse economy and determined people. It has also witnessed a quickening of migration out of Melbourne that has picked up pace. There's a long road ahead, but confidence is high.

Similarly, our Council has faced not only the challenges of opening, closing or completely modifying almost 80 different services for our residents across several lockdowns, but organisational difficulties requiring the need to hire an entirely new executive team in 2020 in the midst of Council elections. To that note I would like to thank former interim CEO Janet Dore for her leadership during turbulent times, and welcome permanent CEO Evan King who has continued to deliver brilliantly for our city.

Despite the incredible challenges, I'm proud of how the Council and organisation have come together to lay the foundations for a renewed, modern workplace culture. Together with many stakeholders across the city, we have also established a strong platform for Ballarat's overall pandemic recovery.

Local government is the closest level of government to the community, providing vital services like roads, drains, footpath, rubbish collection, our beautiful gardens, community care, economic development, and major infrastructure projects, just to name a few, and this report highlights the important work we do for our residents and businesses, plus visitors.

Overall, this year we have delivered on our key 2017-2021 Council Plan commitments and I would like to thank the Councillors for their ongoing efforts on behalf of residents. I also thank businesses, members of community groups and council officers for all having contributed to improving our city's liveability and amenity.

**Cr Daniel Moloney,  
Mayor, City of Ballarat**



# A MESSAGE FROM THE CEO

**On behalf of Ballarat City Council, it gives me great pleasure to present our 2020-21 Annual Report.**

During this financial year we underwent extensive organisational change. While this was a challenging time for City of Ballarat staff, it has resulted in a new executive leadership team that I am confident will drive our city through good governance, transparent management, and a strong commitment to community engagement.

We have also undertaken a robust staff culture review which has culminated in *The Way Forward*, which will set the scene for a new City of Ballarat workplace era.

Annual Reports ensure councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability, particularly against the Council Plan 2017-2021, the 2020-21 budget and local government indicators.

We have also had the added pressure of an ever changing COVID-19 landscape and I would like to acknowledge Council, the local community and all City of Ballarat staff who have contributed to delivering our council's vision and Council Plan in these exacting times

A handwritten signature in black ink that reads "Evan King". The signature is written in a cursive, slightly informal style.

**Evan King,  
Chief Executive Officer**



Temporary outdoor dining hub in Stuart Street

## COVID-19

- The City of Ballarat has been providing ongoing COVID-19 recovery and support since the pandemic first started in March 2020
- We have continually adapted our services to cope with the latest health advice and restrictions while still providing the majority of our over 80 services to our community
- Whenever restrictions were eased, we made reopening our facilities, such as the Ballarat Aquatic and Lifestyle Centre and Her Majesty's Theatre, a priority
- We began a COVID-19 Community Activation and Social Isolation Initiative (CASI) to help people maintain important connections with family, friends, and community
- We took part in the Make a Change Australia program called Let's Pivot, a free community and professional development program for community leaders, organisations, and individuals to change their strategy without changing their vision
- Outdoor dining options were expanded in the Ballarat CBD over summer, with the installation of two new, temporary outdoor dining hubs. The hubs, comprised of six all-weather cubes and were installed on Armstrong Street North and the 400 block of Sturt Street. The hubs were funded through \$500,000 from the Victorian Government's Local Councils Outdoor Eating and Entertainment Package to support hospitality businesses reopening following the COVID period
- The City of Ballarat Financial Hardship Packages were extended to this financial year
- The launch of ballarat.com.au, designed to showcase the surging opportunities to live, work, study and invest in Ballarat
- An inaugural whole-of-city marketing approach was launched, including a community engagement platform to celebrate our people and values - We Are Ballarat. The initiative is a major new collaboration between the City of Ballarat, Commerce Ballarat, Ballarat Regional Tourism and Committee for Ballarat. The approach was based on the shared sentiment that recovery for Ballarat lies in all of our hands, and with the right platform we can celebrate our city and encourage locals to back it
- Colourful postcards were developed by four local creatives, encouraging family and friends to visit over autumn when restrictions were lifted to help reinvigorate the tourism market
- The City of Ballarat is still fully functioning – if slightly differently – to continue to provide support to our residents, businesses and visitors



# PERFORMANCE HIGHLIGHTS

## LIVEABILITY

### Highlights

- Continued to provide COVID-safe services to children and families in Ballarat throughout the pandemic, including maternal and child health services, kindergarten, and childcare
- Completed 10,510 Key Age and Stage visits, online first parent groups, and home visiting services to vulnerable families
- Completed a Children's Consultation – 148 children participated, giving feedback about why it's important to include the views of children and their thoughts about Ballarat
- Continued to establish cross-sector partnerships including the co-location of an Enhanced Maternal and Child Health Service nurse at The Orange Door and partnerships with the Ballarat Regional Multicultural Council and Berry Street, Ballarat and Grampians Community Legal Service, CatholicCare and Ballarat Health Services lactation services
- Established a Maternal and Child Health Service Sleep and Settling Program
- Included allied health and specialist mental health staff into the Enhanced Maternal and Child Health Service Program
- Implemented valued programs through School Readiness funding to support better outcomes for children and families, including access to allied health
- Hosted the City of Ballarat Youth Awards ceremony virtually for the first time in the event's 15-year history – 120 nominations, including 95 unique nominations, were received
- Exceeded three-year targets of the Engage! program and secured a one-year funding extension until the end of 2021
- Successfully delivered youth volunteer programs including FReeZA, Youth Council and the new T.E.A.M. youth committee
- Supported the active engagement and participation of 15 young people in the Western Bulldogs Youth Leadership Project
- Successfully delivered Vic Youth Week 2021 including the youth-led Raise Your Voice art exhibition and Fabric Forest art installation
- Successfully delivered creative arts industry programs including SONIKA Records, Unicorn Lane art exhibition and ISOLAID
- Delivered the inaugural The New Local Project, designed to promote social connections, green volunteering and sustainable living
- Delivered a Community Multicultural Water Fun and Safety Day Program to 27 young people from Ballarat and Wimmera
- Delivered an intercultural youth gathering event to 300 people as part of Harmony Fest which showcased talented young musicians and performers from across our diverse Ballarat community
- Implemented new COVID-safe library programs and services including Click and Collect and Book Tailor
- Expanded online library resources to meet the demands of increased use
- Installed two new flagpoles at Viewpoint Lake Wendouree for the Aboriginal and Torres Strait Islander flags to fly alongside the Australian flag

### Challenges

- The significant and ongoing impact of COVID-19 lockdowns and restrictions on our service delivery, including the need to provide additional measures and support to our frontline health workforce, a reduction in use of our libraries, and the challenge of running programs such as Libraries After Dark (a gambling harm minimisation program)
- Maintaining services to children and families in Lucas and Ballarat West while the Lucas Community Hub was being used as a COVID testing centre
- Securing further funding to ensure the continuation of the FReeZA and Engage! youth programs following the end of two state government funding agreements
- The impact of scheduled Ballarat Library redevelopment works on the public program delivery space for youth services

# PERFORMANCE HIGHLIGHTS

## PROSPERITY

### Highlights

- Completed revision of the Ballarat Events Strategy 2018–2028 to ensure it addresses the needs of Ballarat now and for the next eight years
- Completed the Visitor Economy Strategy 2021–2024, a key tool in driving COVID recovery for Ballarat’s visitor economy sector
- Completed the Traveller Experience Plan which is the guiding framework for future tourism growth and development in Ballarat and the region
- Continued to increase the scale and footprint of the City of Ballarat’s Christmas decorations to support the CBD retail sector and community spirit
- Secured continued host agreement for the Cycling Australia Road National Championships through to 2022
- Secured continued host agreement for the Ballarat International Foto Biennale through to 2025
- Secured the Australian Regional Tourism annual convention 2020 for Ballarat (subsequently postponed to 2021 due to COVID)
- Ballarat Integrated Transport Action Plan adopted by Council which will strongly influence advocacy and internal capital budget allocations
- Provided business-focussed COVID support and recovery through a dedicated contact centre which provided significant support and proactively reached out to our business community when they needed it
- Provided a business COVID support package which included the significant waiving of business-related fees and charges and a suite of other support
- Significantly progressed city-shaping strategic planning, including for new growth areas, an urban design framework for CBD and the city-wide housing strategy – this process included extensive community consultation undertaken during the challenges of COVID-19 restrictions
- Significantly progressed major city-shaping projects, including the design of Bridge Mall and CBD urban renewal
- Supported the establishment of outdoor dining hubs and provided other hospitality-focussed support in partnership with Regional Development Victoria
- Significantly progressed the bid for World Heritage listing of the Central Victorian Goldfields, including achieving international and national recognition of the outstanding universal values which exist in the region
- Secured \$160,000 Victorian Planning Authority Streamlining for Growth grant to support the delivery of the Latrobe Street Saleyards Precinct Urban Renewal Plan
- Successfully delivered all Council events, adapting the format as needed during the COVID-19 restrictions and lockdowns
- Delivered Ballarat’s second Survival Day Ceremony which was simultaneously broadcast online and to a small audience attracting over 1,500 attendees across the world
- Delivered Harmony Fest 2021 in a COVID-safe environment with the participation of 31 community-driven activities and programs demonstrating the success of capacity building initiatives, with the Intercultural Gala dinner delivered by livestreaming
- Delivered many Reconciliation Week activities by livestreaming

### Challenges

- The ongoing challenges, changing expectations and pressures across the economy as a result of COVID-19 lockdowns and restrictions including the significant impact on the delivery of Council services, the delivery of events across the municipality (including community events), leading to cancellations and postponements, and the growth of the creative sector and the ongoing business functionality of the Eureka Centre and Her Majesty’s Theatre
- Supporting the health and wellbeing of all those connected to the arts, events and tourism sectors during this challenging period
- The challenges of providing new infrastructure, planning and service to meet the demand of strong population and housing growth

# PERFORMANCE HIGHLIGHTS

## SUSTAINABILITY

### Highlights

Major capital works are reported separately in the Overview section of this Annual Report.

- Commenced rollout of LED residential streetlighting replacements which will deliver a return on investment of approximately six years through energy savings and the reduction of greenhouse gas emissions by approximately 2,000 tonnes per year
- Signed the 100 per cent Renewable Energy Power Purchase Agreement under the Victorian Energy Collaboration (VECO) in partnership with 46 Victorian councils
- Installed total of 55kW behind-the-meter solar systems at Lucas Community Hub and Girrabanya Integrated Children's Centre
- Upgraded to LED lighting in Council-owned buildings, including the Town Hall, Phoenix Office and Ballarat Aquatic & Lifestyle Centre
- Undertook renewal of building plant and equipment and upgrade of Building Management Systems in line with current energy efficiency standards
- Approved suppliers assessed on their environmental practices
- Collected around 1,500 tonnes of glass through the Pass on Glass service
- Increased use of recycled products, for example playground softfall
- Recycled 95 per cent of demolition waste
- Increased use of Australian-made products (as alternative to imported products) to reduce our carbon footprint
- Commenced MARS Stadium Upgrade Stage two to improve the spectator experience, including the upgrade of existing changeroom facilities to be female-friendly compliant (completed) as part of the \$6.35 million redevelopment funded by the Department of Jobs, Precincts and Regions
- Commenced Ballarat Sports Events Centre Stage two to deliver improved facilities including the construction of 3x3 outdoor courts, a Regional Strength and Conditioning Centre, a Learning Centre and associated works as part of the \$5.2 million works funded by the Department of Jobs, Precincts and Regions
- Completed Alfredton Village Green upgrade, a \$850,000 redevelopment jointly funded by the City of Ballarat (\$100,000) and Sport and Recreation Victoria (\$750,000)
- Completed construction of a soccer pitch at Victoria Park as part of the \$5.7 million Victoria Park redevelopment jointly funded by the City of Ballarat and Sport and Recreation Victoria
- Completed construction of soccer and cricket pitches at the Wendouree West Recreation Reserve as part of the \$7 million Strengthening Wendouree redevelopment funded by Sport and Recreation Victoria
- Completed construction of new changerooms at Russell Square, a \$750,000 redevelopment with \$500,000 funding from AusSport and \$250,000 from the City of Ballarat
- Updated Council's Geographic Information System (GIS) to enable identification of missing spatial road and asset segments and update base data to assist with future funding applications
- Undertook a program of tree planting in Wendouree and Ballarat North as part of the ongoing delivery of the Urban Forest Action Plan

### Challenges

- Continuing to deliver Council services during the COVID-19 pandemic
- The ongoing global recycling crisis and transition of Victoria's (and Australia's) waste and recycling industry to a circular economy
- A marked increase in animal surrenders and animal welfare issues during the COVID-19 pandemic, especially during the early stages and subsequent lockdown periods which are difficult to manage in a restricted operational environment – despite this, our team has continued to meet operational demand and prioritise the welfare of the animals





Team Ballarat: (L-R) Iain Gunn, Chair (former) Ballarat Regional Tourism, Michael Poulton, CEO Committee for Ballarat, Jodie Gillett, CEO Commerce Ballarat, and Evan King, CEO City of Ballarat

# PERFORMANCE HIGHLIGHTS

## ACCOUNTABILITY

### Highlights

- Launched We Are Ballarat community campaign in collaboration with key city leaders
- Secured funding through Regional Development Victoria to extend the Be Kind to Business campaign
- Re-launched Made of: Ballarat tourism campaign
- Completed significant tourism audience research, and significant liveability audience research in collaboration with the Economic Development team
- Launched ballarat.com.au and Ballarat Content Hub
- Completed improvements to the Visit Ballarat digital ecosystem, including a new-look website, the introduction of Alpaca Itineraries and curated Instagram highlights, reels and guides
- 48% increase in unique visitors to visitballarat.com.au, 260% increase in Visit Ballarat Facebook engagement, 32% increase in Visit Ballarat Instagram followers, 48% increase in Visit Ballarat email subscriptions
- Secured \$3,259,731 in public relations value with a reach of 92,771,435
- Continued collaboration and cooperative marketing with Visit Victoria
- Continued work to identify City of Ballarat's priority projects in the lead up to the next federal and state elections – three priority projects of regional significance have been identified which, when delivered, will bring significant benefits to the broader region with the potential to attract investment, create jobs and improve transport connections
- Secured grants from Victorian and Australian Government sources for initiatives and projects across the City of Ballarat, including sports reserves and pavilions, road upgrades, and outdoor dining infrastructure for hospitality businesses to support COVID-19 recovery
- Undertook the Ballarat: Our Future community engagement campaign to inform major strategic documents including the Council Plan, Community Vision, Asset Plan and Financial Plan. Almost 2,000 responses were collected over a period of five weeks. These were consolidated in to a Community Vision statement and priority areas by a representative Community Panel of 50 residents

### Challenges

- Statewide COVID-19 lockdowns and restrictions have had significant and ongoing impacts on the movement of potential visitors and opportunities for in-person meetings with state and federal government representatives about City of Ballarat advocacy priorities (online meeting technology has been utilised to continue this work)



Federation University Road National Cycling Championships

# EVENT HIGHLIGHTS

The City of Ballarat delivered or supported the following major events and community events in 2020-21.

## July

- Ballarat Virtual Winter Fest
- NAIDOC Week (rescheduled to November)
- *David Noonan: Stagecraft* exhibition\*\*
- Talking History with Dr Fred Cahir\* (livestreamed)

## August

- Royal South Street
- *Pitcha Makin Fellas: Join the Club* exhibition\*\*
- *Mairin Briody: Signal* exhibition\*\*
- *David Frazer: Another Night on Earth* exhibition and workshops\*\*
- Talking History with Dr Peter Dowling\* (livestreamed)

## September

- Spring in Ballarat activity (Frames)
- Talking History with Beth Kicinski\* (livestreamed)

## October

- *Trent Parke: Avenue of Honour* exhibition\*\*
- *Tracey Moffatt and Gary Hillberg: Montages* exhibition\*\*
- *FedUni 150th Anniversary* exhibition\*\*
- Talking History with Marg Dobson\* (video)

## November

- Be Hear Now festival
- Christmas in Ballarat launch
- NAIDOC Week (rescheduled from July)
- Talking History with Robyn Annear\* (livestreamed)



Christmas in Ballarat

## December

- Eureka Day and Eureka Sunday program to mark 166th anniversary of the Eureka Stockade (online)
- *Peter Tobin Oration* with David Bannear, Eureka Day (live and livestreamed)
- Christmas in Ballarat
- Ballarat Carols by Candlelight (online)
- Disc Golf Activation Day
- *Ballarat Camera Club: The Photographer's Eye* exhibition\*\*

## January

- Federation University Road National Cycling Championships
- Summer Sundays
- Summer of Fun: live music, Spherophyte installation and pavement painting
- Survival Day Dawn Ceremony
- Victorian Country Athletics Championships
- *Marcia King: I Think You're on Mute* exhibition\*\*
- *Craig Barrett: The Berry Consols* exhibition\* (28 January to 4 September 2021)





Harmony Fest 2021

## February

- Ballarat Beer Festival
- *Vipoo Srivilasa: COVID Superheroes* exhibition\*\*
- *Mutual Realities: Finding Common Ground in Uncertain Times* exhibition\*\* (pictured below)



## March

- Ballarat Begonia Festival
- Ballarat Gift
- Harmony Fest
- *In Season* exhibition\*\*
- *Next Gen 2021* exhibition\*\*
- The African-Australian Contribution to Ballarat\*
- *Gordon Monro: Eureka: Singular and Plural* exhibition\* (21 March to 28 January 2022)
- *Talking History* with Dr Juliette Peers\* (live and livestreamed)

## April

- ANZAC Day Commemorative Service
- Rock Ballarat
- Printing Postcards: school holiday program\*
- Looby film screening and panel discussion\*
- *Talking History* with Dr Lorinda Cramer\* (live and livestreamed)
- Western Bulldogs v Brisbane Lions AFL match at Mars Stadium

## May

- Ballarat Heritage Festival
- The Trouble with Heritage panel discussions\* (live and livestreamed)
- Mining Mud and Medals book talk\*
- *Out of the Darkness: A Survivor's Journey* exhibition\*\*
- *Body Moving* exhibition\*\*
- *Bockas, Locks and Whiskers* exhibition\*\*
- *Frolic Festival Art Show*\*\*
- *Talking History* with Dr Lorinda Cramer\* (live and livestreamed)

## June

- Ballarat Winter Festival
- Winter Wonderlights at Sovereign Hill
- Refugee Week
- Reconciliation Week
- *Nyagak Yang: My Kulture* exhibition\*\*
- *Talking History* with Dr Bill Garner\* (live and livestreamed)



Dr Michael Akindeju, President Ballarat African Association, actor Terry Yeboah and Mayor Cr Daniel Moloney at 'The African-Australian Contribution to Ballarat' Harmony Festival forum at Eureka Centre

\*at the Eureka Centre  
\*\*at the Art Gallery of Ballarat





*Djila-tjarrii 'place of play'*

## AWARDS

### Organisational awards

The City of Ballarat is proud to celebrate the following multiple awards that recognise some of the great work and people employed across our organisation.

#### **Ballarat: Winner, Top Tourism Town**

#### **Victorian Tourism Industry Council Awards 2021**

Ballarat will go on to represent Victoria in the National Top Tourism Town Awards in September.

#### **Djila-tjarrii (jilla-ja-roo – 'place of play'): Finalist**

#### **Helping Achieve Reconciliation Together (HART) Awards 2021**

For an outstanding reconciliation initiative undertaken in local government and in the community. This initiative – an active open space in the Ballarat West Growth Area – was led by the City of Ballarat's Intercultural Services Team.

#### **Sculpture Park Landscape Master Plan for the North Gardens precinct of the Lake Wendouree Parklands: Winner, Cultural Heritage category**

#### **Australian Institute of Landscape Architects National Award for Excellence**

#### **The Art Gallery of Ballarat, Stagecraft by David Noonan catalogue: Winner, Best in Show, Best Small Exhibition Catalogue**

#### **Museums Australasia Publication Design Awards 2021**

The catalogue was designed by the Art Gallery of Ballarat's designer Ben Cox.



#### **City of Ballarat Family Day Care Educator Melissa Dreger: Winner, Regional Educator Award for Ballarat and Central Highlands**

#### **Family Day Care Australia Excellence in Family Day Care Awards 2020**

for the second year running. Mel's success reflects her commitment to the role and her willingness to act as a mentor to her peers, strengthening their knowledge of best practice to deliver high quality Family Day Care.



Community Awards 2021

**Girl Space Ballarat Fundraising Market Stalls: Finalist, Young Legend category**

**Keep Australia Beautiful Sustainable Cities Awards 2020**

Acknowledged for a strong message of sustainability. This initiative was led by the City of Ballarat's Youth Services Team.

**Our Green Wardrobe Giant Clothes Swap: Finalist Waste category**

**Keep Australia Beautiful Sustainable Cities Awards 2020**

Acknowledged for a strong message of sustainability This initiative was led by the City of Ballarat's Youth Council.

**Be Kind Ballarat: Winner, Social Wellbeing Award**

**Keep Victoria Beautiful Sustainable Cities Awards 2020**

For a community engagement strategy response to COVID-19 with the goal of encouraging and celebrating kindness within the community.

**SONIKA's Fully Sick Online Festival: Finalist, Community Resilience category**

**Community Achievement Awards for Regional Victoria 2020**

For keeping live music gigs and workshops running throughout the COVID-19 lockdown. Their 'Fully Sick At Home' kits took online content into the homes of the most disadvantaged, including the elderly. This initiative was led by the City of Ballarat's SONIKA-FReeZA youth volunteer committee.



SONIKA's Fully Sick Online Festival

**Community awards**

The City of Ballarat thanks everyone who entered these awards and congratulates all winners, finalists and nominees.

More information about the awards can be found at [ballarat.vic.gov.au](http://ballarat.vic.gov.au)

- Ballarat Australia Day Awards 2021
- Ballarat Community Safety Awards 2020
- Ballarat Senior of the Year Awards 2020
- Ballarat Youth Awards 2020



# DESCRIPTION OF OPERATIONS

The City of Ballarat is responsible for the delivery of more than 80 services to residents, including family and children's services, youth services, waste management, and maintenance of our open spaces and community buildings.

City of Ballarat is also responsible for planning to ensure appropriate development and the accountability of its budget.

The City of Ballarat's vision, strategic objectives and strategies to deliver improved services and facilities are described in the Council Plan 2017–2021. The Council Plan and the City of Ballarat's Budget 2020–21 are reported on in this document.

The delivery of services and facilities, and the support and advocacy required to achieve the strategic objectives set out in the Council Plan are measured by a set of service performance indicators and measures.

The City of Ballarat also has a wide range of responsibilities under Victorian and Australian legislation.

## Economic factors

- In 2020-21 the City of Ballarat was able to offer a 0 per cent average rate rise in rates and waste charges in recognition of the economic impacts of COVID-19.

The 0 per cent rate increase resulted in the following foregone revenue:

Rates	\$2,084,000
Waste Levy	\$389,000

- Ballarat's population growth has brought the benefit of additional revenue but has also created extra costs related to the delivery of services needed for new residents.

## Major changes

- Acting Chief Executive Officer Janet Dore completes contract in February 2021
- The appointment (January 2021) and commencement (February 2021) of the new Chief Executive Officer Evan King
- The departure of four directors: Glenn Kallio (July 2020), Angelique Lush (July 2020), Cameron Cahill (July 2020), Neville Ivey (September 2020)
- The appointment of new directors: Bridget Wetherall, Infrastructure and Environment (October 2020), Natalie Robertson, Development and Growth (October 2020, Acting from August 2020), Sean Portelli, Corporate Services (June 2020, departed April 2021), and Matthew Wilson, Community Wellbeing (October 2020)

## Major achievements

The major achievements in the 2020-21 financial year included:

- The undertaking of an extensive community engagement process, Ballarat: Our Future
- The finalisation of draft integrated strategic planning framework documents: Draft Council Plan 2021–2025, Draft Community Vision 2021–2031 and Draft Health and Wellbeing Plan 2021–2031 – these plans were adopted by Council in August 2021
- The delivery of major projects detailed in the Major Capital Works Expenditure page
- Development of Way Forward
- Review of policy and governance practices





# MAJOR CAPITAL WORKS EXPENDITURE

The City of Ballarat's Major Capital Works program in 2020-21 included:

Alfredton Village Green	Total cost
An upgrade of the existing sports field, including the installation of new subsurface drainage and irrigations systems and full resurfacing of existing playing surface, jointly funded by the City of Ballarat and Sport and Recreation Victoria (\$750,000) as part of the Alfredton Village Green Upgrade Project.	<b>\$854,000</b>
Victoria Park	Total cost
The construction of two soccer pitches with a cricket oval overlaid was completed and sports lighting upgrades commenced as part of the \$5.2 million Victoria Park Redevelopment Project.	<b>\$955,000</b>
Wendouree West Recreation Reserve <i>(pictured)</i>	Total cost
The construction of three soccer pitches (two main and one Mini Roos), jointly funded by the City of Ballarat and Sport and Recreation Victoria as part of the \$7 million Strengthening Wendouree Redevelopment Project.	<b>\$1.5 million*</b>
<i>*Funded by State Government, delivered by City of Ballarat.</i>	



(L-R) Tracy Dean, Juliana Addison, Marilyn Tyndall and Mayor Cr Daniel Moloney at Wendouree West Recreation Reserve

# MAJOR CAPITAL WORKS EXPENDITURE

The City of Ballarat's Major Capital Works program in 2020-21 included:

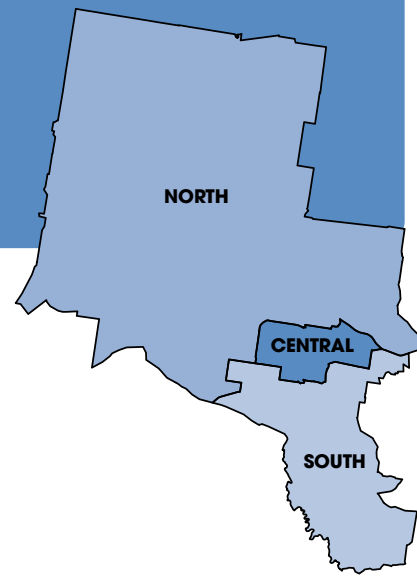
Mars Stadium	Total cost
An upgrade of existing changerooms to provide female-friendly changeroom facilities as part of the \$6.35 million Mars Stadium redevelopment funded by the Department of Jobs, Precincts and Regions.	<b>\$606,000</b>
Russell Square (pictured)	Total cost
Construction of new changeroom facilities, jointly funded by the City of Ballarat and AusSport (\$500,000).	<b>\$759,000</b>



(L-R) Senator Sarah Henderson, Damian Ryan and Mayor Cr Daniel Moloney at the official opening of the new changerooms at Russell Square



# OUR COUNCIL



## COUNCILLORS



### NORTH WARD

**Cr Daniel Moloney**  
**Mayor from November 2020**  
**Elected:** October 2016  
0418 165 503  
danielmoloney@ballarat.vic.gov.au



### CENTRAL WARD

**Cr Belinda Coates**  
**Deputy Mayor to November 2020**  
**Elected:** October 2012  
0417 456 513  
belindacoates@ballarat.vic.gov.au



### SOUTH WARD

**Cr Tracey Hargreaves**  
**Elected:** October 2020  
0437 784 384  
TraceyHargreaves@ballarat.vic.gov.au



### NORTH WARD

**Cr Amy Johnson**  
**Deputy Mayor from November 2020**  
**Elected:** October 2012  
0417 018 369  
amyjohnson@ballarat.vic.gov.au



### CENTRAL WARD

**Cr Mark Harris**  
**Elected:** October 2016  
0409 930 928  
markharris@ballarat.vic.gov.au



### SOUTH WARD

**Cr Des Hudson**  
**Elected:** March 2002  
0409 865 093  
deshudson@ballarat.vic.gov.au



### NORTH WARD

**Cr Peter Eddy**  
**Elected:** October 2020  
0437 773 691  
petereddy@ballarat.vic.gov.au



### CENTRAL WARD

**Cr Samantha McIntosh**  
**Elected:** December 2008  
0458 004 880  
samanthamcintosh@ballarat.vic.gov.au



### SOUTH WARD

**Cr Ben Taylor**  
**Mayor to November 2020**  
**Elected:** October 2016  
0419 507 305  
bentaylor@ballarat.vic.gov.au

## OUTGOING COUNCILLORS

The following councillors served until October 2020



### NORTH WARD

**Cr Grant Tillet**  
**Elected:** October 2016



### SOUTH WARD

**Cr Jim Rinaldi**  
**Elected:** February 2015



# THE ROLE OF LOCAL GOVERNMENT

Local government is one of the three tiers of democratically-elected government in Australia and operates under the *Local Government Act 2020*, 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.

## City of Ballarat portfolio structure

City of Ballarat's portfolio structure aligns each councillor's strengths and expertise with the goals and major functions of Council as identified in our Council Plan 2017-2021.

Councillor portfolios			
CORPORATE SERVICES	INFRASTRUCTURE AND ENVIRONMENT	CITY WELLBEING	GROWTH AND DEVELOPMENT
<b>MAYOR AND CEO</b>			
<ul style="list-style-type: none"> <li>• Cr Johnson</li> <li>• Cr Hudson</li> </ul>	<ul style="list-style-type: none"> <li>• Cr Coates</li> <li>• Cr Taylor</li> </ul>	<ul style="list-style-type: none"> <li>• Cr McIntosh</li> <li>• Cr Eddy</li> </ul>	<ul style="list-style-type: none"> <li>• Cr Hargraeves</li> <li>• Cr Harris</li> </ul>

SUSTAINABILITY	LIVEABILITY	PROSPERITY
<b>STRATEGY - VISION</b>		
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.
<b>DELIVERY - ACTION</b>		
City presentation including greening the city; improved water and waste management; planning for growth; protecting Ballarat's heritage; pursuing key transport strategies.	Upgraded kindergartens and maternal health and childcare centres; development of a youth precinct; adoption of a new Recreation and Aquatics Strategy; 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; Bakery Hill and Bridge Mall Precinct; strategic arts and heritage framework, destination for tourism and events; Creative City and Smart City strategies; major projects; destination for visitation; liveability and investment; economic development; sector development and facilitation.

## 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.



## DELEGATED COMMITTEES

The *Local Government Act 2020* allows Councils to establish delegated committees (previously known as special committees) with representation by Councillors, Council officers and community members.

### Delegated committees currently in operation

A full list of advisory committees, stakeholder reference groups, internal working groups, external groups and organisations, and committees established under other Acts can be found in the Appendix.

Delegated committee	Councillors	Officers	Others	Purpose
Community Impact Grant Allocations Delegated Committee	3	4 (no voting rights)	3	Oversee the disbursement of funds to target community needs and implement the structure and probity around the management of funds City of Ballarat provides to the community in the form of grants
Tourism Events Grant Allocations Delegated Committee	3	4 (no voting rights)	Nil	Oversee the disbursement of funds to: <ul style="list-style-type: none"> <li>Support the development and sustainability of tourism events</li> <li>Expand Ballarat's visitor economy and community connections via tourism events</li> <li>Implement structure and probity around the management of funds Council provides to the commercial and private sectors in the form of grants</li> </ul>
Contracts Approval Delegated Committee	3	3 (no voting rights)	Nil	Determine uses and undertake the day-to-day management of the reserve.
Her Majesty's Theatre Board Delegated Committee	3	Nil	9	Provide strategic direction with regard to Her Majesty's Theatre, provide industry advice on the performing arts, and set priorities for activities that will enhance Ballarat as a centre for the performing arts
Planning Delegated Committee	All Councillors	Nil	Nil	Oversee the implementation of matters as they relate to Statutory Planning and Strategic Planning



Community asset delegated committee	Councillors	Officers	Others	Purpose
Sebastopol RSL Hall Community Asset Delegated Committee	1	Nil	2	Encouraging use of this community asset (the Sebastopol RSL Hall) by the local community and promoting the role it plays in enabling engaged participation in community life
Ascot Hall Community Asset Delegated Committee	Nil	Nil	12	As above (applied to the Ascot Hall)
Brown Hill Hall Community Asset Delegated Committee	Nil	Nil	6	As above (applied to the Brown Hill Hall)
Burrumbeet Hall Community Asset Delegated Committee	Nil	Nil	12	As above (applied to the Burrumbeet Soldiers Memorial Hall)
Cardigan Village Hall Community Asset Delegated Committee	Nil	Nil	7	As above (applied to the Cardigan Village Community Centre)
Invermay Recreation Reserve Community Asset Delegated Committee	Nil	Nil	7	As above (applied to the Invermay Recreation Reserve)
Miners Rest Hall Community Asset Delegated Committee	Nil	Nil	7	As above (applied to the Miners Rest Mechanics Institute Community Hall)
Scotsburn Hall Community Asset Delegated Committee	Nil	Nil	11	As above (applied to the Scotsburn Hall)
Warrenheip Hall Community Asset Delegated Committee	Nil	Nil	5	As above (applied to the Warrenheip Community Hall)

\*Minimum number of community members as per Terms of Reference

## Committees, groups and organisations

A full list of advisory and non-advisory committees, stakeholder reference groups, internal working groups, external groups and organisations, and committees established under other Acts can be found in the Appendix.

# COUNCILLOR ALLOWANCES

In accordance with section 39 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duties as a Councillor. The Mayor is entitled to receive a higher allowance. The Victorian Government sets the upper and lower limits for allowances.

Councillor Allowances 2020-21	
Cr Belinda Coates	\$33,284
Cr Peter Eddy	\$22,954
Cr Tracey Hargreaves	\$22,954
Cr Mark Harris	\$33,284
Cr Des Hudson	\$33,284
Cr Amy Johnson	\$33,284
Cr Samantha McIntosh	\$33,284
Cr Daniel Moloney	\$83,646
Cr Jim Rinaldi	\$10,330
Cr Ben Taylor	\$55,947
Cr Grant Tillett	\$10,330

# COUNCILLOR EXPENSES

The City of Ballarat reimburses Councillors for expenses incurred while performing their duties. In addition to the payment of an allowance, the *Local Government Act 2020* requires that the Mayor and Councillors be reimbursed for expenses, including travel, conference and training, telephone and Information and Communications Technology. The following table of expenses is provided in accordance with Local Government (Planning and Reporting) Regulations 2020 and the City of Ballarat Councillor Expenses Entitlement Policy.

## Councillor reimbursements 2020-21

Councillor	Travel expenses	Car mileage	Childcare	Information and communication	Conference and training
Cr Belinda Coates	\$203.54			\$692.64	\$550.00
Cr Peter Eddy				\$692.64	
Cr Tracey Hargreaves				\$692.64	\$166.15
Cr Mark Harris				\$534.48	
Cr Des Hudson				\$692.64	
Cr Amy Johnson				\$893.36	\$1,650.00
Cr Samantha McIntosh	\$498.27			\$782.29	\$2,558.17
Cr Daniel Moloney	\$624.63			\$692.64	\$1,470.00
Cr Jim Rinaldi				\$124.47	\$36.36
Cr Ben Taylor				\$794.41	\$568.18
Cr Grant Tillett				\$109.49	

**Travel expenses** includes travel, accommodation and similar expenses incurred by the Mayor and Councillors when performing their duties as required. This includes local, interstate and international travel on behalf of Council. Representation of the Mayor and Councillors at local, national and international levels is an important part of developing, communicating and implementing Council policy. This also includes travel expenses related to attending meetings, representations, conferences and training.

**Car mileage** includes kilometres travelled and claimed by Councillors in the performance of their role.

**Childcare** includes the cost of childcare expenses incurred by Councillors for their immediate family necessary to undertake their role.

**Information and communication** includes the costs of purchase and network charges of telecommunication and technology provided to Councillors, which may include a mobile telephone, laptop and tablet. Network charges may vary for each Councillor depending on their usage. Digital newspaper subscriptions are also included.

**Conference and training** includes the costs for attendance at accredited and non-accredited training run by training providers, peak bodies and related organisations and groups, courses, seminars, conferences and similar events, professional development, memberships and materials. All conferences and training must relate to the role and duties of Councillor. Attendance at local community networking and fundraising activities are also included.



# SERVICE PERFORMANCE INDICATORS

The results of the Service Performance Indicators as prescribed by the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and form part of the Report of Operations are listed below.

## GOVERNANCE - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Transparency</b> <b>G1 - Council decisions made at meetings closed to the public</b> [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	16.38%	22.44%	16.62%	3.28%	In the 2021FY all tenders were put into the public resolutions of Council which had been considered at a closed meeting in the past. This change is the main factor in a significantly reduced percentage of decisions made in meetings closed to the public. Over the prior years, meeting procedures and contracts committee have varied the percentages of resolutions made in the closed to the public sessions.
<b>Consultation and engagement</b> <b>G2 - Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	59.00	59.40	63.00	55.40	Ballarat City Council adopted a new Community Engagement Policy in February 2021, which will guide future engagement practices.
<b>Attendance</b> <b>G3 - Councillor attendance at Council meetings</b> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	94.22%	91.81%	95.24%	95.68%	
<b>Service cost</b> <b>G4 - Cost of governance</b> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$47,168.52	\$46,665.69	\$47,305.35	\$42,366.25	Due to COVID19 lock-downs, there has been less expenditure incurred throughout the year.
<b>Satisfaction</b> <b>G5 - Satisfaction with Council decisions</b> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	55.00	55.70	61.10	58.00	At the end of FY 19/20 Council was the subject of an integrity report that was critical in relation to the perception of how decisions were being made. This is one factor that could have contributed to a lower score in the 2020/21 FY, noting there are a significant number of Council decisions made each year on a wide range of matters.



# MANAGEMENT

## Audit Advisory Committee

The Audit and Risk Committee's role was broadened following changes in the *Local Government Act 2020* (the Act). Its role includes providing oversight and monitoring the City of Ballarat's effectiveness in carrying out its responsibilities in relation to accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment. This committee meets at least four times a year. Recommendations from the committee are reported to and considered by Council.

### Committee members

- Cr Ben Taylor
- Cr Grant Tillett (Councillor term ended 24 October 2020)
- Cr Belinda Coates (term ended 2 December 2020)
- Cr Amy Johnson (appointed 2 December 2020)
- Cr Mark Harris (2 December 2020 to 24 February 2021)
- Cr Daniel Moloney (appointed 24 February 2021)
- Peter Le Lievre (Chair until 7 August, resigned from committee 7 August 2020)
- John Watson (Chair from 1 September 2020)
- Linda McNeil
- Jason Hargreaves
- Jeff Rigby (appointed 1 December 2020)

### Internal Audit Plan

The City of Ballarat's internal audit function provides independent and objective assurance that appropriate processes and controls are in place across the organisation. This function is performed by an external provider, Pitcher Partners. A risk-based three-year Internal Audit Plan is revised at least annually to ensure the audit resources remain focused on the appropriate areas. The

Internal Audit Plan is reviewed and adopted by the Audit and Risk Committee and Council on an annual basis.

The internal auditor attends each Audit and Risk Committee meeting to report on the status of the Internal Audit Plan, provide an update on the implementation of audit recommendations, and present the findings of completed reviews. The City of Ballarat director who is responsible for the area being reviewed is required to attend the Audit and Risk Committee meeting to respond to questions in relation to the review. Recommendations are assigned to the responsible director or manager and tracked.

### Internal audit 2020-21

In the 2020-21 financial year, the following reviews were conducted by the City of Ballarat's internal audit provider Pitcher Partners and all reports completed:

- Business function assurance map
- Asset management – buildings
- Rates management
- Cyber security

### External audit 2020-21

The City of Ballarat is externally audited by the Victorian Auditor General. In the 2020-21 financial year, the annual external audit of the City of Ballarat's Financial Statements and Performance Statement was conducted by the Victorian Auditor General's representative. The external auditors attend a number of Audit and Risk Committee meetings during the year to present the Annual Financial Statements and Performance Statement. The external audit management letter and responses are also provided to the Audit and Risk Committee.



# GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and Management item	Assessment
<b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	<b>Current policy in operation</b> 24/02/2021
<b>Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community).	<b>Current guidelines in operation</b> 24/02/2021
<b>Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	<b>Adopted in accordance with section 91 of the Act</b> On track to meet deadline of October 2021
<b>Asset Plan</b> (plan that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	<b>Adopted in accordance with section 92 of the Act</b> Working towards to meet current implementation deadline in 2022
<b>Revenue and Rating Plan</b> (plan setting out the rating structure of Council to levy rates and charges)	<b>Adopted in accordance with section 93 of the Act</b> 23/06/2021
<b>Annual budget</b> (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	<b>Adopted in accordance with section 94 of the Act</b> 23/06/2021
<b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<b>Current policy in operation</b> 12/03/2019
<b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	<b>Current policy in operation</b> 5/11/2018 A review is currently underway of the Fraud & Corruption Policy + Control Plan being updated to align with AS 8001 fraud standard
<b>Municipal emergency management plan</b> (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	<b>Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986</b> 21/08/2019
<b>Procurement policy</b> (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by Council)	<b>Adopted in accordance with Section 108 of the Act</b> 16/12/2020 Currently under review for adoption in the coming months
<b>Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	<b>Current plan in operation</b> ICT Business continuity - 21/05/2020 Other BCP Plans - 29/05/2020
<b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	<b>Current plan in operation</b> 29/05/2021
<b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	<b>Current framework in operation</b> 12/03/2019
<b>Audit and Risk Committee</b> (advisory committee of Council under section 53 and 54 of the Act)	<b>Established in accordance with section 53 of the Act</b> 12/08/2020
<b>Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	<b>Internal auditor engaged</b> 20/08/2020, 11/01/2021 & 19/05/2021
<b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> )	<b>Current framework in operation</b> 1/04/2021

# GOVERNANCE AND MANAGEMENT CHECKLIST (CONT)

<p><b>Council Plan report</b> (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)</p>	<p><b>Current report</b> Reported to council on the following dates 26/5/2021, 24/3/2021, 16/12/2020, 2/09/2020</p>
<p><b>Financial reporting</b> (quarterly statements to Council under section 138(1) of the <i>Local Government Act 2020</i> comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p><b>Quarterly statements presented to Council in accordance with section 138(1) of the Act</b> Reported to Council on the following dates 26/05/2021, 24/2/2021, 16/12/2020, 16/09/2020</p>
<p><b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p><b>Reports prepared and presented</b> Taken to the Audit and Risk Committee on the following dates: 07/08/2020, 09/12/2020, 03/03/2021 and 02/06/2021</p>
<p><b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the <i>Local Government Act 2020</i>)</p>	<p><b>Reports prepared and presented 16/09/2020</b> Quarterly Reports were stopped during this Financial year due to changes in Senior staffing and resourcing. Frequent Reporting will be started again in the next financial year.</p>
<p><b>Annual report</b> (annual report under sections 131, 132 and 133 of the <i>Local Government Act 2020</i> to the community containing a report of operations and audited financial performance statements)</p>	<p><b>Annual report considered at a meeting of Council in accordance with section 134 of the Act</b> 16/12/2020</p>
<p><b>Councillor Code of Conduct</b> (Code setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p><b>Code of conduct reviewed in accordance with section 139 of the Act</b> 24/02/2021</p>
<p><b>Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p><b>Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act</b> C4 - 24/03/2021 C7 - 06/04/2021 S5 - 24/03/2021 S5A - 06/04/2021 S6 - 24/02/2021 S7 - 18/05/2021 &amp; 24/03/2021 S11 - 06/04/2021 S11A - regularly S13 - 18/05/2021 S12 - 26/04/2021 S14 - 06/04/2021 S15 - 06/04/2021 S17 - 01/07/2021 S18 - tba 28/07/2021 s18a - tba 28/07/2021 S11B - tba 28/07/2021 S11C - 28/07/2021</p>
<p><b>Meeting procedures</b> (Governance Rules governing the conduct of meetings of Council and delegated committees)</p>	<p><b>Governance Rules adopted in accordance with Section 60 of the Act</b> 26/08/2020</p>

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



**Evan King**  
Chief Executive Officer  
Dated: 22 September 2021



**Or Daniel Moloney**  
Mayor, City of Ballarat  
Dated: 22 September 2021

# STATUTORY INFORMATION

The following information is provided in accordance with legislative and other requirements applying to the City of Ballarat.

## Documents available for public inspection

In accordance with regulation 12 of *Local Government (General) Regulations 2015* until its revocation of 24 October 2020 the documents listed below were made available for public inspection. Subsequent to the revocation of the above regulatory provisions, Council adopted its Public Transparency Policy that drives good governance and reinforces the importance of open and accountable conduct as well as providing guidance as to how Council information is to be made publicly available. For more information please see [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au)

- A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by a Councillor or any member of City of Ballarat staff in the previous 12 months
- 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
- 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 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
- 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
- A document containing details of all leases involving land which were entered into by the City of Ballarat as lessor, including the lessee and the terms and value of the lease
- A register maintained under section 224 (1A) of the Act of authorised officers appointed under that section
- A list of donations and grants made by the City of Ballarat 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

## Contracts

During the 2020-21 financial year, the City of Ballarat did not enter into any contract for works valued at \$150,000 or more for services, or \$200,000 or more for works of a kind as specified in section 186 (5)(a) and (c) of the Act. It did not enter into other contracts valued at \$150,000 or more for

goods or services, or \$200,000 or more for works without engaging in a competitive process, unless as indicated below:

- Geotechnical Inspection and testing Authority (GITA) Cell I at the Ballarat Regional Landfill
- QA Inspector (CQA) Cell I at the Ballarat Regional Landfill
- Professional Veterinary Services for the Ballarat Animal Shelter -Ballarat Pet and Farm Vet Practice

## Disability Access and Inclusion Plan

In 2020-21, the City of Ballarat facilitated a Disability Advisory Committee and implemented a number of actions from the Disability Access and Inclusion Plan 2019–2022. An ongoing community inclusion position was filled in December 2020 and this role has been instrumental in further embedding disability access and inclusion across the organisation. A key project delivered during the year was the M.R. Power Park All Abilities Play Space. Several reference documents were also developed during the year with an increasing emphasis on improving access and inclusion.

## Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, the City of Ballarat is required to publish a summary of any Ministerial Directions received. No such Ministerial Directions were received by the City of Ballarat in the 2020-21 financial year.

## Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994* and following an extensive internal and external stakeholder review and public consultation process, the City of Ballarat introduced a new Domestic Animal Management Plan 2017–2021 in September 2017.

The following actions were implemented in 2020-21:

- New animal services staff structure: created a team leader position to ensure risk/compliance and education measures are met and to perform prosecutions in a Magistrate's Court for first mentions and guilty pleas
- Training of Authorised Officers: conducted training in the following areas: COVID-19, bushfires and emergency contingency plan, working from home; scenario-based training; statement taking (victims/witnesses); prosecution brief development and court lodgement
- Registration and identification: conducted community education sessions about benefits of registration; conducted primary school animal management education sessions explaining responsible pet ownership and pet behaviour; extended new puppy class registration to 12-18 months, to allow for a later de-sexing in accordance with local veterinary advice; conducted



fenced dog park behaviour education 'Meet and Greet' sessions to help reduce incidents and attacks

- Nuisance: increased enforcement for prolonged barking dog cases with the outcome to be decided in a Magistrate's Court; increased education tools to reduce nuisance animals; undertook promotion of doggie daycare facilities; increased inspections to residential cases of animal welfare and cruelty; Prevention of Cruelty to Animals authorisations for Animal Management Officers
- Dog attacks: developed a matrix to determine panel involvement and process required; sought banning orders for some serious injury or repeat offenders under section 84xa
- Dangerous, menacing and restricted breed dogs: completed annual audits and updated Victorian Dangerous Dogs Register; completed follow-up inspections of all Dangerous Dogs to ensure compliance;
- Domestic Animal Businesses (DAB): assisted development of emergency evacuation plan for all registered DABs in the municipality
- Ballarat Animal Management Emergency Plan: pandemic response for animals included in COVID-19 response; developed and introduced risk assessment and protocol for pandemic procedure
- Ballarat Animal Shelter: initiated project group to commence design and development of a new shelter facility
- Implemented Shelterbuddy software system which provides a more accurate reporting system of current and historic statistics for animal impounds
- Enhanced and supported foster and rescue group
- Completed Draft Domestic Animal Management Plan 2021–2025, with community consultation to commence in August 2021

In accordance with section 22 of the *Road Management Act 2004*, the City of Ballarat must publish a copy or summary of any Ministerial Directions in its Annual Report. No such Ministerial Directions were received by the City of Ballarat during the 2020-21 financial year.

### Public Interest Disclosure procedures

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

Further information about the application of the *Public Interest Disclosures Act 2012*, including how to make a disclosure, is available on the City of Ballarat website at [www.ballarat.vic.gov.au/public-interest-disclosures](http://www.ballarat.vic.gov.au/public-interest-disclosures)

A total of 3 disclosures were made to City of Ballarat officers appointed to receive disclosures in the 2020-21 financial year that were assessed for referral to the Independent Broad-based Anti-corruption Commission (IBAC).

### Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is considered a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The City of Ballarat does not currently have any infrastructure contributions plans. The Ballarat West Development Contributions Plan is our only Development Contributions Plan in operation in the 2020-21 financial year and is disclosed below.

### Ballarat West Development Contributions Plan (DCP)

**Table 1:** Total DCP levies received 2020-21

DCP Name and Year Approved	Levies Received in 2020-21 Financial Year (\$)
<b>Ballarat West (2014)</b>	\$7,073,087.06
<b>TOTAL</b>	<b>\$7,073,087.06</b>



**Table 2:** DCP land, works, services or facilities accepted as works-in-kind in 2020-21

DCP Name and Year Approved	Project ID	Project Description	Item Purpose	Project Value (\$)
<b>Ballarat West DCP (2014)</b>	DI_LA_14	Western Link Road - Stage 2b land acquisition	Road construction	\$202,500.00
<b>Ballarat West DCP (2014)</b>	DI_DR_A	Construction of Drainage Scheme in sub-catchment A (sub-precinct 4)	Drainage	\$1,205,897.41
<b>Ballarat West DCP (2014)</b>	DI_LA_RB2	Acquisition of land for Retarding Basin 2	Drainage	\$955,500.00
<b>Ballarat West DCP (2014)</b>	DI_DR_D/J	Construction of Drainage Scheme in sub-catchment D/J (sub-precinct 4)	Drainage	\$2,618,395.33
<b>Ballarat West DCP (2014)</b>	DI_RD_03a	New N-S Road (North) between Cuthberts Road and Cuzens Road	Road construction	\$520,079.92
<b>Ballarat West DCP (2014)</b>	DI_LA_24	Land for new north south road in sub-precinct 4	Road construction	\$593,604.40
<b>Ballarat West DCP (2014)</b>	DI_RD_04	New N-S Road (North) between Carngham Road and sub-precinct 4 southern boundary	Road construction	\$1,214,590.46
<b>Ballarat West DCP (2014)</b>	DI_LA_RB4	Acquisition of land for Retarding Basin 4	Drainage	\$126,750.00
<b>Ballarat West DCP (2014)</b>	DI_DR_BY/BZ	Construction of Drainage Scheme in sub-catchment BY/BZ (sub-precinct 1)	Drainage	\$1,985,027.88
<b>Ballarat West DCP (2014)</b>	DI_DR_CB/CF	Construction of Drainage Scheme in sub-catchment CB/CF (sub-precinct 1)	Drainage	\$802,580.09
<b>Ballarat West DCP (2014)</b>	DI_LA_RB18	Acquisition of land for Retarding Basin 18	Drainage	\$148,125.00
<b>Ballarat West DCP (2014)</b>	DI_DR_AA/AB	Construction of Drainage Scheme in sub-catchment AA/AB (sub-precinct 1)	Drainage	\$2,172,991.88
<b>Ballarat West DCP (2014)</b>	DI_DR_C/O	Construction of Drainage Scheme in sub-catchment C/O (sub-precinct 4)	Drainage	\$2,982,969.01
<b>Ballarat West DCP (2014)</b>	DI_DR_U/Z	Construction of Drainage Scheme in sub-catchment U/Z (sub-precinct 2)	Drainage	\$389,625.28
<b>Ballarat West DCP (2014)</b>	DI_RD_16	Greenhalghs Road upgrade - eastern section	Road construction	\$1,041,825.90
<b>Ballarat West DCP (2014)</b>	DI_RD_20	Road construction	Road construction	\$986,812.75
<b>Ballarat West DCP (2014)</b>	DI_LA_23	Land for widening of Greenhalghs Road	Road construction	\$132,250.00
<b>Ballarat West DCP (2014)</b>	DI_DR_AZ/CA	Construction of Drainage Scheme in sub-catchment AZ/CA (sub-precinct 1)	Drainage	\$326,187.83
<b>Ballarat West DCP (2014)</b>	DI_LA_25	Land acquisition for intersections	Traffic management	\$14,500.00
<b>TOTAL</b>				<b>\$18,420,213.14</b>

**Table 3:** Total DCP contributions received and expended to date (for DCPs approved after 1 June 2020)

DCP Name and Year Approved	Total Levies Received (\$)	Total Levies Expended (\$)	Total Works-In-Kind Accepted (\$)	Total DCP Contributions Received (Levies and Works-In-Kind) (\$)
-	-	-	-	-

**Table 4:** Land, works, services or facilities delivered in 2020-21 from DCP levies collected

Project Description	Project ID	DCP Name and Year Approved	DCP Fund Expended (\$)	Works-In-Kind Accepted (\$)	City of Ballarat's Contribution (\$)	Other Contribution (\$)	Total Project Expenditure (\$)	Percentage of Item Delivered*
New N-S Road (North) between Cuthberts Road and Cuzens Road	DI_LA_1	Ballarat West (2014)	\$224,829.16	-	-	-	\$744,909.08	28.58%
Upgrade of Tait Street between Ross Creek Road and sub-precinct 1 northern boundary to Link Road standard	DI_RD_22	Ballarat West (2014)	\$73,923.95	-	-	-	\$73,923.95	2.33%
<b>TOTAL</b>			<b>\$298,753.11</b>	<b>\$520,079.92</b>			<b>\$818,833.03</b>	

\*Percentage of item delivered calculated as expenditure over total project costs





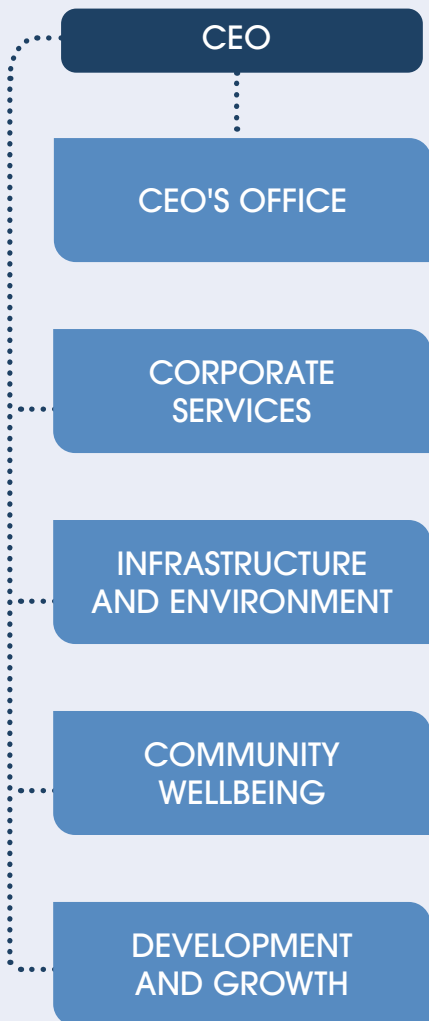
# OUR ORGANISATION

## EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our organisational structure is designed to support the delivery of the goals as set out in the Council Plan 2017–21, as at 30 June 2021.

### REPORTING STRUCTURE

as at 30 June 2021



EVAN KING

Chief Executive Officer  
commenced February 2021

**Janet Dore**  
Acting Chief Executive  
Officer  
June 2020 - February 2021

#### CEO'S OFFICE

##### People and Culture

- Workplace Relations
- Organisational Development
- Payroll

##### Governance and Risk

- Governance
- Civic Support
- Risk and Insurance
- OHS/mySafety
- Compliance
- Council meetings

#### Council Plan

#### Advocacy and Lobbying



DIRECTOR

Acting Director **Stephen Bigarelli**  
1 April - 4 August 2021

Director **Sean Portelli**  
29 June 2020 - 1 April 2021

Director **Glenn Kallio**  
September 2010 - 1 July 2020

#### CORPORATE SERVICES

##### Financial Services

- Accounting Services
- Accounts Receivable
- Accounts Payable

##### Business Improvement

##### Information Services

- ICT Projects
- ICT Development
- ICT Operations
- Information Management

##### Fleet Management

- Heavy Plant and Equipment
- Light Fleet

##### Revenue and Procurement

- Revenue
- Procurement

##### Customer Experience



**BRIDGET WETHERALL**

Director  
commenced October 2020

**Darren Sadler (Acting)**  
June 2020 - October 2020

## INFRASTRUCTURE AND ENVIRONMENT

### Infrastructure

- Asset Management
- Survey and Design
- Infrastructure Delivery
- Construction

### Operations

- Parks and Gardens
- Road Maintenance

### Property and Facilities Management

- Property Management
- Facilities Management

### Environment

- Environmental Services
- Circular Economy

### Strategy and Implementation

- Major Projects
- Project Management Office



**MATTHEW WILSON**

Director  
commenced October 2020

**Neville Ivey**  
October 2013 - September 2020

## COMMUNITY WELLBEING

### Engaged Communities

- Community Policy and Development
- Neighbourhood Planning and Engagement
- Rural Access and Deaf Access
- Municipal Emergency Management

### Learning and Community Hubs

- Library Services
- Cultural Diversity
- Youth Development

### Ageing Well

- Community and Home Support
- Meals on Wheels

### Family and Children's Services

- Child Health
- Children's Services
- Early Childhood Partnerships
- Administration
- Stakeholder Engagement

### Visitor Economy

- Visitor Economy
- Marketing

### Arts and Events

- Events
- Her Majesty's Theatre
- Eureka Centre
- Creative City

### Art Gallery of Ballarat

### Communications and Design

- Communications
- Graphic Design
- Digital Content



**NATALIE ROBERTSON**

Director  
Acting, August - October 2020,  
commenced October 2020

**Angelique Lush**  
August 2016 - July 2020

## DEVELOPMENT AND GROWTH

### Development Facilitation

- Airport Management/Capital Program
- Development Facilitation
- Traffic and Transport
- Statutory Planning
- Growth and Development Contributions
- Sustainability

### Economic Growth

- Economic Development
- Grants
- Strategic Planning
- City Design

### Regulatory Services

- Local Laws and Parking Enforcement
- Environmental Health
- MBS and Building Services
- Animal Shelter

### Recreation Services

- Infrastructure
- Planning
- Facilities
- Ballarat Aquatic and Lifestyle Centre (BALC)

### Catalyst Projects

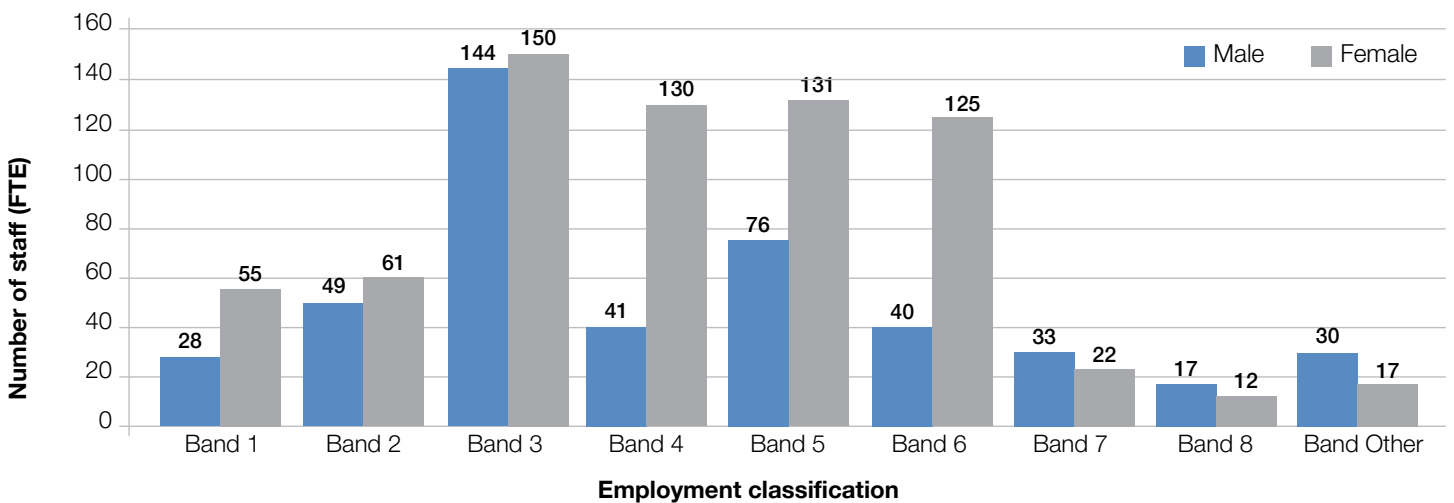
# STAFF PROFILE

A summary of the number of full-time equivalent (FTE) Council staff by organisational structure, employment type and gender.

Employee Type/Gender	Office of the CEO		Development and Growth		Community Wellbeing		Corporate Services		Infrastructure and Environment		Total	Total FTE
	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE		
Permanent FT-F	18	18	49	49	76	74.22	27	26.95	25	25	195	193.17
Permanent FT-M	9	9	47	47	25	24.74	28	28	181	181	290	289.74
Permanent PT-F	5	3.19	110	38.65	150	96.32	7	4.59	9	5.46	281	148.21
Permanent PT-M	0	0	50	15.07	19	12.15	0	0	3	2.36	72	29.58
Casual - F	12	0	146	0	69	1.39	1	0	1	0	229	1.39
Casual - M	2	0	65	0	27	0	0	0	0	0	94	0
<b>Total</b>	<b>46</b>	<b>30.19</b>	<b>467</b>	<b>149.72</b>	<b>366</b>	<b>208.82</b>	<b>63</b>	<b>59.54</b>	<b>219</b>	<b>213.82</b>	<b>1161</b>	<b>662.09</b>

FTE = Full-Time Equivalent    FT = Full-Time    PT = Part-Time    F = Female    M = Male

A summary of the number of full-time equivalent (FTE) Council staff categorised by employment classification and gender.





# OUR PERFORMANCE 2020-21

The People and Culture team provides advice and support in the management of its employees and volunteers, with activities spanning the employee lifecycle. This includes providing advice on talent and performance management, employee and industrial relations, and the coordination of payroll, learning and development, employee engagement and workforce activities.

The People and Culture team is responsible for organisational development, the integration and reporting of human resource strategies with corporate objectives and goals, and people-related innovation consultation and change management. These activities are focused on building the appropriate frameworks, skills capability and culture to support organisational sustainability and the achievement of the City of Ballarat's corporate objectives.

## MAJOR INITIATIVES

### 1. Addressing gender equity and inclusion in all City of Ballarat plans and strategies

The City of Ballarat commenced implementation of the *Gender Equality Act 2020* in March 2021. The Act applies to the Victorian public sector, universities and local councils with 50 or more employees. It requires the organisation to conduct workforce audits, gender impact assessments, training, awareness and promotion to inform the development of the Gender Equality Action Plan (GEAP) 2021-2025, managed by the Gender Equality Committee.

The completion of the workforce gender audit saw 30% of employees participate in the 2021 People Matter Survey (managed via the Victorian Public Sector Commission) to collect our employee experience data to meet legislated requirements.

Working in partnership with the City of Ballarat's Access and Inclusion team, the development of gender impact assessments for all new and reviewed policies, programs and services that have a direct and significant impact on the public is progressing well. City of Ballarat staff will continue to be supported, consulted and encouraged to participate and undertake training that supports gender equality efforts and workforce changes across the organisation.

Data collection, analysis and insights from activities will improve the development of the Gender Equality Action Plan (and Workforce Plan, under the *Local Government Act 2020*) assisting us to plan, implement and measure change to achieve gender equality, diversity and inclusion in the workplace.

In recognition of impacts due to COVID-19 resulting in delays in the progression of milestone dates by the public sector, universities and local councils (and with instructions from the Commissioner), the delivery of the GEAP now aligns with milestones in the *Local Government Act 2020* due in December 2021.

We look forward to progressing gender equality, diversity and inclusion in the workplace and delivering and reporting on agreed actions.

#### Progress in 2020-21

- Completed 7 Gender Impact Assessments (GIAs)
  - Municipal Public Health and Wellbeing Plan
  - Active Ballarat Strategy
  - Grants Policy
  - LGBTIQ+ Advisory Committee and Action Plan
  - Gambling Harm Minimisation Policy
  - Recruitment and Selection Policy
  - CEO Remuneration Policy
- Completed workplace gender audit

### 2. Induction and onboarding

#### Results in 2020-21

	Males	Females
New hires by gender	34	56
Promotions by gender	21	48
Secondments by gender	24	35

### 3. Address the Governance and Culture Assessment Review

The City of Ballarat released the Governance and Culture Assessment Review in January 2021. The Review provided an opportunity for Council to assess its work practices and culture.

Key outcomes of the review provided an action plan based on four priority drivers:

- Environment
- Leadership
- Behaviours
- Governance

Through feedback loops, knowledge from the review and change framework, The Way Forward Program has been designed to implement a 'top lead', 'bottom up' culture change journey, mapping out a clear way forward for the organisation across three distinct phases.

Managed and sponsored by the Executive Leadership Team, the vision of The Way Forward Program is 'one organisation for whole of community for whole of life' with the purpose of staff engagement and planning sessions designed to 'restore faith and create a thriving organisation'.

## Progress in 2020-21

### Strategic Leadership development by gender

	Males	Females
Emerging Leaders LGPro Program	1	
Future Shapers Leadership Program		2
The Way Forward Program	14	9

### Operational Leaders Program by gender

	Males	Females
Operational Leaders Program – Depot	21	1
Operational Leaders Program – Ballarat Aquatic & Lifestyle Centre	3	3

### Staff and Manager professional development by gender

	Males	Females
19 professional development courses	170	287

### Compliance training completion rates

	Employees completed	% completed
COVID training	806	89%
Cyber and network security	636	71%
Managing records and information security	454	51%
Equal employment opportunity and gender equality	663	74%
Fraud awareness	830	93%
Privacy and data protection	641	71%

# OUR PERFORMANCE

## LIVEABILITY

### Improve our community's quality of life

#### What this means

We will provide inclusive and accessible public spaces, quality services, and opportunities for our community to participate, feel safe and be active and healthy.

## STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2020-21 financial year in relation to the strategic indicators in the Council Plan 2017/21.

Strategic indicator	Measure	Target	Result 2020-21	Comments
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Relative Socio-Economic Disadvantage (IRSD)^	N/A	980	Summarises information about the economic and social conditions of people and households within an area and includes only measures of relative disadvantage. A low score means greater disadvantage and a high score means lesser disadvantage in general. A score of 980 places Ballarat in the top 54% for LGAs nationally and the top 36% in the state.
	The Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)^	N/A	965	Summarises information about the economic and social conditions of people and households within an area, including both relative advantage and disadvantage measures. A low score means greater disadvantage and less advantage and a high score means greater advantage and less disadvantage in general. A score of 965 places Ballarat in the top 55% for LGAs nationally and the top 40% in the state.
	The Index of Education and Occupation (IEO)^	N/A	986	Summarises information about the educational qualifications and skill levels of the workforce of communities. A low score means less education and occupational status and a high score means greater education and occupational status. A score of 986 places Ballarat in the top 71% for LGAs nationally and the top 56% in the state.
	The Index of Economic Resources (IER)^	N/A	962	Summarises information about the income and wealth of communities. A low score means a lack of access to economic resources and a high score means greater access to economic resources. A score of 962 places Ballarat in the top 31% for LGAs nationally and the top 23% in the state.



# OUR PERFORMANCE

Strategic indicator	Measure	Target	Result 2020-21	Comments
Health and wellbeing outcomes from the Health and Wellbeing Plan	Participation rate for the Walk to School program	25%	N/A	Program not undertaken due to COVID lockdown.
	Annual bike count	N/A	N/A	Program discontinued and replaced with movable counters to monitor the number of people using paths in multiple places across the entire year rather than just a single day/week count per year.
	Number of people participating in Active April	6500	N/A	Program not undertaken due to COVID lockdown.
	Number of alcohol and drug free community events	N/A	53	The 53 events were facilitated by the City of Ballarat's Youth Services, Cultural Diversity, and Events teams. Many events and workshops were cancelled or held online due to COVID lockdown or restrictions. Youth Services held a further 24 events online, with 5 planned events having to be cancelled.
	Number of local organisations which are members of CoRE (Communities of Respect and Equality) Alliance	80	125	125 organisations – including government, community, sport education and business – from across the Grampians region have become members.
Achieving a 10% increase in the number of recreation groups and members using the City of Ballarat's recreation reserves	Number of participants using the City of Ballarat's recreational facilities	10% increase	N/A	Specific measurement against this goal has not been possible due to the impact of COVID lockdowns and restrictions. The Recreation Services unit continued to work closely with sporting organisations to support them with managing challenges associated with COVID.
An increase in consultation with children	Attendance by children in consultation events or programs	4 consultations with children per year	1 major children's consultation, Community Vision consultation	In October 2020 a broadscale children's consultation was carried out and 148 children responded. The three questions asked were determined with input from relevant business units so that the responses can inform key Council documents such as the Council Plan.
Increasing accessibility to support by helping residents access Older Person National Pathways to Services	Delivery of information sessions and written materials to educate residents about accessing services	Deliver a general community newsletter and a minimum of one group meeting session each quarter	4 education sessions delivered; this information to be included in the quarterly newsletters	The 'Keeping in Touch' newsletter is produced quarterly and distributed widely throughout the community. Seven community information sessions were held, with information about the My Aged Care gateway and activities and supports available in the Ageing Well program
Achieving a 10% increase in attendance at aquatic facilities	Attendance levels at Ballarat aquatic facilities	10% increase	N/A	The target goal was not relevant. There were many closures of aquatic facilities during the year due to COVID lockdowns and restrictions. Aquatic facilities were focussed on managing lockdowns and ensuring that guidelines issued by the state's Chief Health Officer were met when the facilities were operational.
A 10% increase in community engagement by our older residents	Engagement of senior residents in social connections programs	10% increase	250-300 (average per week) 'friendly phone calls' made; 400 activity packs delivered; COVID-safe outdoor activities held	Attendance was impacted due to COVID lockdowns and restrictions. Alternative activities were implemented – in line with restrictions – to enable ongoing social engagement and connection. These included small modified outdoor COVID-safe activities, friendly phone calls to residents, and the delivery of activity packs to residents' homes.

\*The SEIFA is reported every five years by the ABS in the year following the Census. The current figures are from the 2016 Census. The next figures will be available in 2022. ^The IRSD, IRSAD, IEO and IER are calculated once every five years and released by the ABS in the year following the Census. The current figures are from the 2016 Census. The next figures will be available in 2022.

# MAJOR INITIATIVES

Major initiatives	Progress in 2020-21
<b>Create a new Municipal Health and Wellbeing Plan and implement key actions</b>	Undertook community consultation for the development of the new Health Wellbeing Plan 2021-2031 – the new plan has an extended 10-year timeframe and additional monitoring and evaluation components via the Australian Urban Observatory
<b>Strengthen our city by making Ballarat a people and all-age friendly city via improved access, participation, inclusion and respect-based projects and programs</b>	<ul style="list-style-type: none"> <li>Facilitated six Disability Advisory Committee sessions</li> <li>The Committee played a positive role advocating and supporting the delivery of inclusive projects including an inclusive playspace at M.R. Power Park in Sebastopol and a new changing places facility at North Gardens in Lake Wendouree</li> <li>The Committee provided advice to Council on delivering increasingly accessible events, infrastructure and recreation spaces</li> </ul>
<b>Increase community participation through the implementation of the Social Infrastructure Program</b>	Delivered eight community projects via this program, with key highlights being the completion of stage three works and landscaping at the Ballarat North Community Centre and landscaping and access work at Mount Pleasant Reserve
<b>Use community partnerships to create healthy and safe community places and open spaces for passive recreation</b>	<ul style="list-style-type: none"> <li>Completed the White Flat Recreation Safety Improvement Project Evaluation in March following significant upgrades at the reserve including additional lighting and access improvements</li> <li>Facilitated community reference groups to support the Spotlight on Sebastopol and Strengthening Wendouree projects</li> </ul>
<b>Develop the social capacity of our senior residents to keep participating in regular community life of their choosing</b>	<ul style="list-style-type: none"> <li>Following on from the Growing Older Well consultation, conducted a Senior Citizens consultation in 2021 to further explore barriers to community participation which resulted in smaller workshops with the Senior Citizens association – this work is ongoing</li> <li>Adopting a co-design approach, developed a new suite of Commonwealth Home Support Program Social Connection programs in response to demand – these programs encourage the re-ablement of residents and active engagement</li> </ul>
<b>Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets</b>	<ul style="list-style-type: none"> <li>Continued to implement actions plans linked to the Active Ballarat and Active Women and Girls Strategies to facilitate sporting and recreational participation</li> <li>Continued a significant capital investment program to deliver female-friendly facilities in more than 18 projects covering soccer, netball, BMX, disc golf, petanque, AFL football, bowls and athletics across the municipality</li> </ul>
<b>Plan for future growth by delivering sport and active living outcomes in Ballarat West</b>	<ul style="list-style-type: none"> <li>Continued major investment at the Alfredton Recreation Reserve including the reconstruction of the Alfredton Village Green oval and the construction of new netball change facilities</li> <li>Finalise design for new BMX facility in the Alfredton Recreation Reserve</li> </ul>
<b>Upgrade of six sporting facilities' lighting infrastructure</b>	Completed new sports field lighting projects at the BMX track in Sebastopol, Wendouree West Recreation Reserve, Pleasant Street Reserve, Royal Park Buninyong, Victoria Park and Trekardo Park
<b>Transformed our entire library network into digital learning hubs</b>	Established digital literacy programs as integral parts of our suite of learning programs offered from Ballarat libraries
<b>Completed the Regional Ballarat Sports Events Centre (BSEC) Stage 2 funding agreement now signed and detailed design works commenced on the project</b>	Stage two of the BSEC project under construction – due to be completed by December 2021, with the completion of new facilities including 3x3 basketball, high performance gymnasium, learning spaces and the re-skinning of the old Wendouree netball facility
<b>Adoption of the Municipal Emergency Management Plan (MEMPC) 2019-2021.</b>	<ul style="list-style-type: none"> <li>(Adopted in 2019)</li> <li>The Municipal Emergency Management Planning Committee met on four occasions to debrief on incidents and response planning in relation to identified risks</li> </ul>



Major initiatives	Progress in 2020-21
<p><b>Develop a learning city by delivering targeted programs and projects.</b></p>	<ul style="list-style-type: none"> <li>• Developed and delivered Young Creatives In Business program initiatives linked to entrepreneurship in creative industries</li> <li>• Delivered the Ballarat Social Innovators Program to three Ballarat Secondary Schools/Flexible Learning environment as part of the Crazy Ideas College initiative</li> <li>• Delivered 19 Youth Facilitator Programs in person and online workshops</li> <li>• Ballarat libraries continued to provide programs during the 2020-21 year but many moved to an online environment                     <ul style="list-style-type: none"> <li>- <i>New services were developed such as Click and Collect and curated reading packs for the Book Tailor service</i></li> <li>- <i>Early years program were recorded and captioned in a “view on demand” format for Facebook and YouTube. Live storytimes were also offered via zoom</i></li> <li>- <i>Ballarat Libraries continued to participate in statewide programs such Victoria Reads for adult audiences and continued an online presence with our Language Café</i></li> </ul> </li> </ul>
<p><b>Improve community safety through initiatives such as urban design, public awareness and projects such as CCTV</b></p>	<p>Incorporated community safety planning and principles into a number of open space projects that were delivered including the M.R. Power Park, Wendouree West Recreation Reserve and Mount Pleasant Reserve</p>
<p><b>Develop our youth’s capacity through a range of initiatives and developments</b></p>	<ul style="list-style-type: none"> <li>• Delivered a range of volunteering and leadership programs, youth-led programs and events, creative arts industry programs, and key youth initiatives and events as part of Harmony Fest, IDAHOBIT, Reconciliation Week and NAIDOC Week</li> <li>• Facilitated consultation opportunities for young people on a range of key City of Ballarat strategies and plans</li> <li>• Delivered a range of youth training and development opportunities</li> <li>• Delivered a range of informal recreation opportunities for youth</li> <li>• Delivered the inaugural The New Local Project designed to promote social connections, green volunteering and sustainable living</li> <li>• Led collaborations with community health and family violence organisations to develop the new Expect Respect Program aimed at Year 10 secondary students, with a new healthy relationships, healthy masculinities initiative to be delivered as a pilot program later in 2021</li> </ul>



# SERVICES

Services	Service description
<b>Access and Inclusion</b>	In 2020-21 the City of Ballarat committed to funding a Community Inclusion Officer to facilitate the Disability Advisory Committee and lead further work around gender equality.
<b>Active or Positive Ageing</b>	The Commonwealth Home Support Program is a multi-activity service for eligible residents aged 65 years and over funded through a contract with the federal government. The purpose is to support older people to live the life, they choose, as safely and independently in both their own homes and in the community. Active Ageing currently supports 2,868 residents across a suite of activities.
<b>Best Start</b>	The Best Start program is a fully funded program supported by the Victorian Government Department of Education and Training. This program is a prevention and early intervention program that aims to improve the health, development, learning and wellbeing of all children living within Ballarat aged 0 to 8 years and this is achieved by working in partnership with local services.
<b>Children's Services</b>	This service includes Girrabanya Children's Centre (long day childcare, occasional care and kindergarten), Wendouree Children's Service (long-day childcare and kindergarten).
<b>Community Development</b>	Community Development seeks to enhance opportunities for people to play an active role in community life and local decision-making. It also seeks to provide and facilitate key social and community-based initiatives that improve personal, physical and mental health of residents of all ages.
<b>Community Safety</b>	Community Safety provides leadership for the City of Ballarat in the areas of Health and Wellbeing, Social Policy and Community Safety. The team plays a representative role across the health and wellbeing sector working in partnership on a range of programs and initiatives. Key areas of this service include the analysis of data and evidence in program and policy formation, program scoping and bid writing, monitoring and evaluation of initiatives as well as the development and monitoring of the City of Ballarat's Municipal Public Health and Wellbeing Plan.
<b>Customer Service</b>	Customer Service seeks to assist community members, residents, ratepayers and visitors to engage with all City of Ballarat services. It provides a support service for all staff across the organisation through first point of external customer contact, including acting as a referral service to other organisations.
<b>Emergency Management</b>	Emergency Management provides support and recovery assistance to those affected by emergencies in the community. As part of the process, significant local risk management and emergency planning is undertaken in partnership with a number of emergency related organisations to ensure that Ballarat and surrounding communities are well prepared for an all-hazards approach to emergency management.
<b>Family and Children's Services</b>	Family and Children's Services is responsible for provision, delivery and coordination of universal and targeted services to families and children in the Ballarat community, including health, development and learning, for example kindergarten. The strategic framework for this program is outlined in the Municipal Early Years Plan with governance via working groups.
<b>Family Day Care</b>	Family Day Care is an Australian Government approved childcare service. It is home-based care, with a ratio of one early childhood educator to four pre-school-aged children, and up to seven children in total. It offers family care where siblings are cared for together, and care for school-aged children until the end of primary school and beyond in special circumstances.
<b>Fire Prevention</b>	The Fire Prevention Team provides education, advice and prevention activities to better prepare the community. This service seeks to improve fire prevention across the city through awareness, education and the issuing of fire prevention notices. Identify land managed by the City of Ballarat that may require fire mitigation works through fuel reduction burning or mechanical methods.
<b>Grants (Community Impact Grants)</b>	The City of Ballarat's grants program provides funding to community groups, businesses, event organisers and other stakeholders to deliver quality programs, events, products and services which are of a benefit to Ballarat and which bring a wide range of social, environmental and economic returns to the community right across the municipality.
<b>Health and Social Planning</b>	This service researches and plans for health and wellbeing, social policy and community safety. This includes the analysis of data and evidence in program and policy formation, program scoping and bid writing, monitoring and evaluation of initiatives. See also Community Safety
<b>Home Support Program</b>	The Commonwealth Home Support Program is a multi-activity service for eligible residents aged 65 years and over funded through a contract with the federal government. The purpose of all activities is to keep older people as safe and independent as possible in their own homes and currently supports 2,868 residents annually.
<b>Immunisation</b>	The City of Ballarat's Immunisation Program delivers a government-funded immunisation program to children as outlined in National Immunisation Program (NIP) schedule. Vaccines are provided by Department of Health and administered by the City of Ballarat. It also includes the contract provision of NIP immunisation service provision to Golden Plains Shire.

Services	Service description
<b>Intercultural Services</b>	Intercultural Services supports diversity within the City of Ballarat and the community and provides direction for Council through a number of initiatives and programs including the implementation of the Intercultural City Strategic Plan 2017–2021 and Reconciliation Action Plan, the Ballarat Multicultural Ambassador Program and supporting Ballarat Regional Settlement and Advocacy Committee and Council. Harmony Fest 2021 was highlighted by the participation of 31 community groups safely driving their programs during Cultural Diversity Week.
<b>Library Services</b>	The City of Ballarat has three public libraries located at Ballarat, Wendouree and Sebastopol. Council also provides library services to areas such as Delacombe, Miners Rest and Ballarat East via two library outreach vehicles. Our libraries offer a wide range of collection physical and online resources and a diverse range of programs and services.
<b>Major Sports Facilities</b>	The City of Ballarat manages and operates a number of significant regional and state level sporting facilities. Each of these facilities provide both entertainment and participation benefits for the Ballarat community and the broader region. Each of the facilities is unique in its nature, however several programs that operate at Ballarat Aquatic & Lifestyle Centre are also provided through commercial operators.
<b>Maternal and Child Health</b>	The City of Ballarat manages and operates a number of significant regional and state level sporting facilities. Each of these facilities provide both entertainment and participation benefits for the Ballarat community and the broader region. Each of the facilities is unique in its nature, however several programs that operate at Ballarat Aquatic & Lifestyle Centre are also provided through commercial operators.
<b>Meals on Wheels</b>	Meals on Wheels, along with other Home and Community Care services, aims to assist the elderly and those with disabilities to remain living independently for as long as possible. Meals are provided on an ongoing basis for people, who for various reasons, are unable to prepare food for themselves. This vital nutritional supplement to their diet is complemented by the monitoring and social welfare component of the service.
<b>Parent Place</b>	Parent Place helps families with young children to thrive, providing helpful information and community connection in an inclusive and safe space. Parent Place is located in the CBD and everyone is welcome. It has change and feeding facilities in a friendly environment and families can simply drop in or join in for an activity. The team at Parent Place is run by a facilitator with support from a group of volunteers and provides general support and information about a range of early years services, including childcare, kindergarten, playgroup, family day care, immunisation, Maternal and Child Health and breastfeeding support. The consulting room is used to offer family violence support, family law advice, lactation consultant services and a Maternal and Child Health drop-in service.
<b>Recreation Services</b>	Recreation Services oversees the delivery of programs, develops policy and delivers capital projects in accordance with the Sport and Recreation Policy. Key service areas include sporting and active living infrastructure planning and delivery, strategic planning and participation for sport and active recreation, management of the Ballarat Aquatic & Lifestyle Centre, sporting club support including management of ground bookings, management of major sport events such as AFL events, and oversight of sporting activities at Lake Wendouree and the implementation of the Active Women and Girls Strategy Action Plan.
<b>Regional Assessment Service (RAS)</b>	The Regional Assessment Service is a clinical service as part of the My Aged Care national system for older persons. Regional Assessment Service staff determine, in consultation with residents, what service provision, both internal and external, they need to remain living in the community safely and independently.
<b>Supported Playgroups</b>	The Supported Playgroup Program is a targeted service aimed at improving the learning, development and wellbeing outcomes of children from birth until they start primary school. The program is funded by the Department of Families, Fairness and Housing. The Smalltalk Program, delivered to all participating families, is a set of evidence-based strategies that introduce parents to a small number of parenting essentials that lead to optimal child outcomes. The Supported Playgroup team works closely with the Maternal and Child Health team, allied health and family support services to increase referrals and support families.
<b>Youth Services</b>	The City of Ballarat believes in the vision, voices and creativity of young people and facilitates an exciting and innovative range of programs for young people aged 12 to 25. These programs are designed to upskill, engage, inspire and provide new opportunities to develop personal skills and interests while creating change in the Ballarat community. Projects and initiatives focus on volunteering, leaderships skills, advocacy, and project and event management in areas of live music, arts, recreation and youth topics.

# SERVICE PERFORMANCE INDICATORS

The results of the Service Performance Indicators as prescribed by the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and which form part of the Report of Operations are listed below.

## AQUATIC FACILITIES - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<p><b>Service standard</b>  <b>AF2 – Health inspections of aquatic facilities</b>                      [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</p>	2.86	2.29	1.29	1.14	Ballarat City Council had a focus on pools in the 2016FY, including education and improved operator processes in conjunction with our recreation team. This resulted in the early identification and rectification of issues before the following seasonal pool opening. This resulted in significantly improved compliance rates and reduced follow-up inspections over following years. There was also aquatic facility equipment investment which reduced equipment failure issues. In addition, the impact of COVID-19 resulted in very limited testing during the year, with all locations being closed by Victorian Government Restrictions.
<p><b>Utilisation</b>  <b>A6 – Utilisation of aquatic facilities</b>                      [Number of visits to aquatic facilities / Municipal population]</p>	5.68	6.06	4.42	1.87	Due to the COVID-19 pandemic and the Victorian Government Restrictions that have been enforced we have seen our aquatic facilities be heavily impacted with 117 days closed and 91 days with limited services which is 57.5% of the financial year.
<p><b>Service cost</b>  <b>A7 – Cost of aquatic facilities</b>                      [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</p>	New in 2020	New in 2020	\$4.33	\$16.45	Due to the COVID-19 pandemic and the Victorian Government Restrictions that have been enforced we have seen our aquatic facilities be heavily impacted with 117 days closed and 91 days with limited services which is 57.5% of the financial year where we were unable to generate our normal level of income. This is what has resulted in the increase for this indicator.





## LIBRARIES - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Utilisation</b> <b>LB1 – Library collection usage</b> [Number of library collection item loans / Number of library collection items]	5.16	5.51	4.00	3.54	The COVID 19 pandemic forced closures for a number of months with our libraries which resulted in a decrease in physical library collection over the last two years. However, through some innovative projects and initiatives we were able to minimise the decrease through initiatives such as Click and Collect services, Book Tailoring etc. Even though it doesn't affect this indicator the Council moved towards a lot more initiatives online which also increased our engagement with our members
<b>Resource standard</b> <b>LB2 – Standard of library collection</b> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	63.50%	64.12%	65.97%	66.08%	Ballarat Central Library has 18,000+ items in its local history collection. Its significant size and age distort the percentage proportion of items purchased in the past five years. Collection management practices are leading to an ongoing improvement in the resource standard.
<b>Participation</b> <b>LB4 – Active library borrowers in municipality</b> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	12.43%	12.75%	12.19%	11.25%	The COVID 19 pandemic forced closures for a number of months with our libraries which resulted in a minor decrease in active library members. However, through some innovative projects and initiatives we were able to minimise the decrease through initiatives such as Click and Collect services, Book Tailoring, additional promotion of online resources and collections (E-books) etc.
<b>Service cost</b> <b>LB5 – Cost of library service per population</b> [Direct cost of the library service / Population]	New in 2020	New in 2020	\$30.96	\$30.29	

## MATERNAL AND CHILD HEALTH (MCH) - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Service standard</b> <b>MC2 – Infant enrolments in the MCH service</b> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101.63%	103.47%	102.80%	103.87%	
<b>Service cost</b> <b>MC3 - Cost of the MCH service</b> [Cost of the MCH service / Hours worked by MCH nurses]	\$88.99	\$83.85	\$65.35	\$60.61	The effects of COVID-19 had limited impact with a transition to telehealth and alternative service modes. Some new funded initiatives were put on hold due to the COVID-19 restrictions throughout the year.
<b>Participation</b> <b>MC4 - Participation in the MCH service</b> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	73.37%	72.48%	71.63%	71.83%	
<b>Participation</b> <b>MC5 - Participation in the MCH service by Aboriginal children</b> [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	55.43%	64.52%	71.56%	72.10%	The lower percentage in Aboriginal children participation in the funded MCH service is due to the local Aboriginal co-operative running a similar service. A client can access both services or choose either one of these services. We have a lower intake of indigenous newborns to the MCH program due to some families choosing the Aboriginal co-operative child health program. Ballarat City Council has seen an increase in participation over the last four years due to a focus on indigenous partnership work, cultural safety of facilities and health service provisions, professional development with nurse teams, support from Council's Aboriginal Liaison Officer and MCH representation within indigenous networks.
<b>Satisfaction</b> <b>MC6 – Participation in 4-week Key Age and Stage visit</b> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	96.57%	92.80%	

# PROSPERITY

## Advance our economic position as the capital of western Victoria

### What this means

We will deliver activities and projects that are worthy of our position as the capital of western Victoria and will capitalise on this leadership to drive jobs and investment across the region.

## STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2020-21 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Measure	Target	Result 2020-21	Comments
Improvement in planning permit key performance indicators	Percentage of planning permit applications decided within 60 calendar days	80%	80.5% of applications determined within 60 calendar days	Result was achieved within the context of increased workloads due to growth area activity.
Meeting timelines, budget and quality measures	Satisfy <i>Local Government Act 2020</i> requirements with regard to budget adoption, Council Plan and Annual Statement	All legislative requirements met	Achieved	All timelines were met.
100% delivery of programmed major and community events	All programmed events delivered.	100% event delivery	All events delivered	Events were delivered in physical or virtual formats to comply with COVID-19 restrictions.
Gross Regional Product (GRP) shows positive growth that matches or exceeds growth across the state economy (Source: <i>REMplan annual economic report</i> )	Percentage growth in Ballarat's GRP estimate compared with percentage growth in Victoria's Gross State Product estimate	Improvement in Ballarat's rate of economic growth equal to or better than the Victorian economy	Ballarat's real GRP increased by 3.28% in 2020 to reach \$7,363 million	Ballarat's economy, as measured by real GRP, grew at the same rate as the Victorian economy in 2020 (3.28%).
Improved Customer Satisfaction Survey results for the City of Ballarat's overall performance	Community survey Service performance overall	Increase from last financial year's result	65.2%	This is a decrease from 70.8 in the 2019 survey.
Positive community and business feedback	Community survey "Perceptions of overall council performance changes over time"	80% respondents regard City of Ballarat's overall performance as the same as or better than previous years	81% for it's response to COVID-19	While City of Ballarat's rating for service performance overall dropped, it received 81% for it's response to COVID-19, giving a 'good' or 'very high' rating.

# MAJOR INITIATIVES

Major initiatives	Progress in 2020-21
<b>Developing an integrated Ballarat Health and Knowledge Precinct Masterplan that supports future development of the precinct</b>	Following feedback received on the draft Master Plan, undertaking further strategic work regarding neighbourhood character, skyline impacts and views of new developments – completion of the Master Plan is on hold pending completion of this strategic work
<b>Progress design and delivery of the Civic Hall project</b>	Continued to progress the Civic Hall redevelopment, with Stage 2 due for completion in August 2021
<b>Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs</b>	Continued to proactively pursue economic growth opportunities – despite the significant impact of COVID-19 – the diverse Ballarat economy has sustained overall economic performance above expectations
<b>Generate CBD jobs</b>	<ul style="list-style-type: none"> <li>Realised CBD jobs as a result of the opening of Ballarat GovHub</li> <li>Realised or progressed new job opportunities in and around the CBD as a result of business concierge support and partnerships across industry, government and major institutions</li> </ul>
<b>Implementation of an Events, Arts and Culture Strategy (including film) and facilitate new regional and state significant events and festivals</b>	<ul style="list-style-type: none"> <li>Continued implementation and monitoring of the Creative City Strategy</li> <li>Undertook a review of the Ballarat Events Strategy 2018–2028 (adopted by Council)</li> <li>In response to Victorian Government COVID-19 restrictions, cancelled or postponed significant major events and festivals with mass gatherings (such as Spilt Milk)</li> <li>In response to Victorian Government COVID-19 restrictions, reimaged and delivered all Council-owned events in a virtual or physical format</li> </ul>
<b>Implement headline actions from the Ballarat Strategy</b>	Continued to use the Ballarat Strategy 2040 to guide land use planning decisions, including underpinning the new Housing Strategy currently under development
<b>Strengthen global partnerships and cultural relationships to create investment and job opportunities</b>	Significantly progressed the bid process for World Heritage listing of the Central Victorian Goldfields – World Heritage status will act as a catalyst for economic growth and investment into the region leveraging the world's most recognised tourism brand
<b>Complete township plans for Miners Rest and commence township plans for Buninyong and Warrenheip</b>	Miners Rest Township Plan completed and adopted by Council, with priorities actively used for advocacy, grant and funding opportunities and incorporation into the Ballarat Planning Scheme progressing as part of a city-wide amendment together with the Buninyong and Warrenheip township plans.
<b>Apply for an integrated funding model through the Australian Government's City Deals and Smart Cities programs</b>	While additional City Deals have not been made available for Victoria during this period, the City of Ballarat continues to actively partner with the Australian Government for grant funding and policy support
<b>Advance major projects</b>	Significantly progressed major city-shaping projects, including the design of Bridge Mall and CBD urban renewal.
<b>Develop Ballarat as a leader in adaptive businesses capability, innovative manufacturing, arts and tourism</b>	Proactively pursued innovative business, training and cultural opportunities
<b>Develop Ballarat as a leader in digital transformation and ICT</b>	<ul style="list-style-type: none"> <li>The City of Ballarat continues to be a leader within the Local Government sector by releasing open data through the data.ballarat.vic.gov.au platform and providing dashboards to help the community understand the data</li> <li>Continued to provide more services online in response to the increasing demand for digital services due to COVID-19</li> </ul>
<b>Ballarat Integrated Transport Action Plan</b>	Adopted by Council in August 2020 – priorities being implemented immediately via Council works programs and advocacy for State Government support
<b>Deliver the Ballarat Waste to Energy project</b>	Progress on this project formally paused by Council until the State Government's statewide Waste to Energy policy is finalised and released



# SERVICES

Services	Service description
<b>Arts and Culture/ Creative City</b>	Arts and Culture supports community access to quality arts and cultural activities through facilitation and engagement programs and year-round programming. The scope of work includes supporting community art and pathways for local artists, makers and creatives; the public art program including commissioning, management and conservation of the public art collection, and is responsible for the development and monitoring of the Creative City implementation plans. The focus of the unit is to work towards helping creatives establish sustainable practices, attracting new creative industries to the city and developing our world class status to support our UNESCO designation. The major cultural organisations, the Art Gallery of Ballarat, Eureka Centre and Her Majesty's Theatre, provide high quality experiences for locals and visitors and support local creatives.
<b>Economic Development</b>	Economic Development is focused on supporting existing businesses, attracting jobs and investment to Ballarat, and supporting a pro-business environment for Ballarat. The team proactively work with business to advocate on its behalf or regulatory reform, directly pursue new and emerging opportunities for the city, seek to reform and improve City of Ballarat practices to maximise local benefit from projects and investments, and represent Ballarat in advocating to the State and Federal Governments for partnership opportunities. During the COVID-19 shutdown, the Economic Development team has sought to provide direct contact and support to the hardest hit industries across the economy, work with other community leaders to coordinate the response, and provide clear and insightful leadership on the recovery.
<b>Festivals and Events</b>	Festivals and Events delivers and supports actions of the Ballarat Event Strategy, delivering a calendar of events that authentically amplifies our city's points of difference and supports our prosperity. It produces, funds, acquires and supports a wide range of civic, tourism and community events and festivals that drive economic return, amplify Ballarat's brand, increase civic liveability and strengthen community pride. Events include Summer Sundays, Christmas in Ballarat, Ballarat Begonia Festival, Ballarat Winter Festival, Ballarat Heritage Festival and Commemorative Events. Festivals and Events also supports and fosters the growth of the events sector through the administration of the Tourism Events Grant Program, regulatory support (including filming permits), and professional development opportunities.
<b>Grants Attraction</b>	Strategic Grants Attraction has a focus on securing more grants to support the delivery of the Council Plan (2017- 2021). Principally the service works with many business units across the City of Ballarat to plan, prepare and submit funding bids.
<b>Project Management Office</b>	The Project Management Office includes the Major Projects Unit and provides organisation-wide support and plans for, partners in, and delivers projects that achieve a sustainable commercial and industrial development, as well as key infrastructure projects that provide a high quality of life for a growing population.
<b>Major Venues</b>	Provision of major venues owned and managed by Council including Civic Hall, Ballarat Mining Exchange, Her Majesty's Ballarat, Art Gallery of Ballarat and the Eureka Centre (home of the Eureka Flag).
<b>Statutory Planning</b>	Statutory Planning plays a key role in implementing the strategic land use direction set out under the Ballarat Planning Scheme. The team works proactively with our community providing advice on Statutory Planning requirements in the municipality.
<b>Strategic Planning, Urban Design, and Heritage</b>	Strategic Planning manages the Ballarat Planning Scheme and undertakes strategic land use planning to support growth and prosperity in the municipality. The Design Studio provides statutory referral services for statutory planning applications and other project related advice related to vegetation matters, open space planning, urban design, landscaping design, sustainable and active transport, and other related elements. Heritage provides statutory referral services for planning applications, coordinates the heritage grants program, provides advice to the community on heritage matters, advocates for restoration opportunities, coordinates Ballarat's international historic city collaboration and partnerships with UNESCO and the World League of Historical Cities, and the implementation of the Heritage Plan.
<b>Tourism and Marketing</b>	Council provides significant funding to support the Ballarat tourism industry, identified as an emerging sector in the Ballarat economy. This funding is provided to deliver marketing, product development, industry development and research. Delivery of our highly successful festivals and events program, the Tourism Events Grant Program and film industry support are accounted for under the 'Festivals and Events' part of the City of Ballarat budget.



# SUSTAINABILITY

## To protect, maintain and enhance our built and natural assets

### What this means

We will plan for growth to ensure our community's infrastructure and natural environment are protected and improved, and our city's connectivity is sustainably enhanced.

## STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2020-21 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Actual Measure	Target	Result 2020-21	Comments
Communities able to demonstrate increased resilience, awareness of risk and active participation in preventative planning as defined in the National Disaster Resilience Framework (Source: Australian Emergency Management Institute reports)	Perceptions of neighbourhood – people are willing to help each other	Improvement in perceptions	The community has demonstrated their willingness to step in and help those impacted by the pandemic. Many people contributed to the Community Pantry which was set up to provide additional food to welfare agencies who were supporting those who found it difficult to get supplies, for example when in mandatory isolation.  Other community groups provided cooked meals to support those in need.	The Emergency Management team continues to support emergency services by promoting key messages about preparedness, prevention, response, relief and recovery, and actively participates in community education sessions.
Reduction in waste sent to landfill per capita greater than the state average (Source: Sustainability Victoria Annual Reports sustainability.vic.gov.au)	Diversion rate of household kerbside waste from landfill	Greater than the state average (Source: Sustainability Victoria Annual Reports sustainability.vic.gov.au)	43.6%	There was a slight reduction due to glass not being accepted in the yellow lid recycle bin and drop-off sites provided.
95% of annual Infrastructure and Environment Capital Delivery Program completed	% of annual Infrastructure and Environment Capital Delivery Program completed	95%	80% completed	The organisation was unable to deliver a 95% completion of the works program this year due to staffing resourcing issues and the largest works program ever attempted. Recruitment for vacant positions is underway to bridge the staffing resource gap.





Strategic indicator	Measure	Target	Result 2020-21	Comments
Progress towards the 2025 targets of carbon neutrality	Progress toward 2025 target of carbon neutrality of Council from 2017-18 level	100% carbon neutral	Reduction of corporate emissions by 14.8% since 2018 (current total of 33,791 tonnes per annum of CO2 equivalent compared with approx. 39,000 in June 2018)	Several key actions in the Carbon Neutrality and 100% Renewables Action Plan were implemented. These include: commencement of LED streetlight replacement along residential roads that is expected to reduce GHG emissions by approximately 2,000 tonnes per year; upgrade to LED lighting at several Council-owned buildings, including Town Hall, Phoenix Office and Ballarat Aquatic & Lifestyle Centre; renewal of building plant and equipment and upgrade of Building Management Systems (BMS) undertaken in line current energy efficiency standards. Other initiatives include: approved suppliers assessed on their environmental practices; increased use of recycled products (for example playground softfall); recycled 95% of demolition waste; increased use of Australian-made products to reduce carbon footprint.
Progress towards the 2025 targets of 100% renewables	Progress towards the 2025 targets of 100% renewables	100% renewables	55kW rooftop solar  100% Renewable Energy Power Purchase Agreement (PPA) signed in June 2021	Council signed the 100% Renewable Energy Power Purchase Agreement (PPA) under the Victorian Energy Collaboration (VECO) due to commence in July 2021. Solar systems have been or are in the process of being installed at several Council facilities: Lucas Community Hub, Girrabanya Integrated Children's Centre, Sebastopol Library, Wendouree Children's Centre, Buninyong Community Centre, Ballarat Squash and Racquetball Centre, and Hockey Ballarat
Meeting timelines, budget and quality measures	Satisfy <i>Local Government Act 2020</i> requirements with regard to budget adoption, Council Plan, annual statement	Satisfy all legislative and regulatory reporting requirements	Achieved	All timelines were met.
Corporate potable water consumption	Reduce City of Ballarat's potable water consumption per capita	2.4 kilolitre per person (KL/capita)	1.35KL/capita	There was a large reduction in potable water use due to a wet spring/early summer and the impact of COVID-19 restrictions on patronage at Council's aquatic facilities. No major water savings initiatives have been completed in several years.

# MAJOR INITIATIVES

Major initiatives	Progress in 2020/21
<b>Advocate for improvements and investments in sustainable transport including rail and electric vehicles</b>	Continued to expand electric vehicle charging infrastructure with the addition of four 50kW fast chargers (by Chargefox) in Ballarat's CBD
<b>Deliver integrated waste management</b>	<ul style="list-style-type: none"> <li>• Feasibility assessment tasks to progress development of a regionally significant advanced resource recovery hub, including a detailed business case for a materials recovery facility (a key component of the hub)</li> <li>• Undertook substantial government advocacy on the above, resulting in Ballarat being explicitly referred to in state policy and state infrastructure strategic directions</li> </ul>
<b>Beautification of entrances and boulevards</b>	<ul style="list-style-type: none"> <li>• Continued a program of works to maintain and improve our city entrances and boulevards</li> </ul>
<b>Deliver a sustainable approach to environmental management for Ballarat by working with community stakeholders: Central Victorian Greenhouse Alliance Action group; Catchment management and landcare groups; Regional Sustainability Alliance Ballarat</b>	<ul style="list-style-type: none"> <li>• Continued to support Smart Living Ballarat with BREAZE on community awareness and capacity-building activities relating to sustainable living – despite challenges associated with COVID-19 in 2020, online public forums were attended by 300 people and the monthly e-newsletter was distributed to approximately 3,000 subscribers</li> <li>• Under the Regional Sustainability Alliance Ballarat partnership, initiated the development of a net zero emissions target and plan in March 2021</li> <li>• Under the Central Victorian Greenhouse Alliance partnership, commenced the rollout of LED residential streetlight replacements in June 2021 and finalised the 100% Renewable Energy Power Purchase Agreement that will commence from July 2021</li> </ul>
<b>Develop a state-of-the-art animal shelter facility for Ballarat and the region</b>	Continued work on this project, re-visiting the feasibility study and seeking funding, to make it shovel-ready
<b>Increase the level of government funding for maintaining core assets such as roads, bridges and drainage</b>	Continued to advocate and apply for government funding to assist in the maintenance of core assets, including by capturing asset data to assist with future planning, resulting in the following successful funding applications: <ul style="list-style-type: none"> <li>• Local Road and Community Infrastructure</li> <li>• Black Spot</li> <li>• Roads to Recovery</li> <li>• Bridge Renewal Program</li> </ul>
<b>Facilitate a sustainable outcome for the relocation of the Ballarat Agricultural and Pastoral Society (BAPS)</b>	Continued to work with BAPS on the planning and development of their facility at Mount Rowan – following BAPS' acquisition of the site, the overall master plan and staging has been approved and we continue to assist BAPS to achieve the next development milestone
<b>Develop a waterway enhancement program in conjunction with catchment management and water authorities</b>	<ul style="list-style-type: none"> <li>• Continued to work with Corangamite Catchment Management Authority (CMA) in respect to caring for the Yarrowee River and its tributaries and with the Glenelg Hopkins CMA in respect to the Burrumbeet Creek</li> <li>• Completed the final draft of the Yarrowee River and Tributaries River Corridor Master Plan in July 2020 which highlights a number of priority projects, including revegetation projects along the waterway and wetland revitalisation</li> </ul>
<b>Deliver enhanced flood protection for Ballarat</b>	Continued to work on a number of projects which are currently underway or in planning to better protect Ballarat from flooding – these projects include: <ul style="list-style-type: none"> <li>• Completion of flood studies for 11 waterways and inclusion into Geographic Information System (GIS)</li> <li>• Planning for The Gong Dam wall upgrade project in Buninyong</li> <li>• Construction of the Charlesworth Street dam wall</li> <li>• Planning and detail design work for the Mair Street 'super pipe'</li> <li>• Mitigation project for the flood proofing of Miners Rest township</li> </ul>





Major initiatives	Progress in 2020-21
<p><b>Develop and implement climate change adaptation initiatives</b></p>	<ul style="list-style-type: none"> <li>• Carried out energy audits on 13 of Council's community facilities which resulted in a total of 107kW in rooftop solar installation at Girrabanya Integrated Children's Centre, Sebastopol Library and Wendouree Children's Centre</li> <li>• Commenced the process of developing a community-wide net zero emissions target and plan</li> <li>• Commenced the rollout of LED residential streetlighting across the municipality</li> <li>• Signed the 100% Renewable Energy Power Purchase Agreement under the Victorian Energy Collaboration (VECO) in partnership with 46 Victorian councils</li> </ul>
<p><b>Complete and deliver the Ballarat Integrated Transport Action Plan</b></p>	<ul style="list-style-type: none"> <li>• Adopted the Ballarat Integrated Transport Action Plan which provides holistic guidance on transport issues, opportunities and priorities for Ballarat as it grows –adopted by Council in August 2020</li> <li>• Commenced delivery of major initiatives in the Plan (per above) through internal council budgets (walking paths, cycling network delivery) and through advocacy with the state government (review and overhaul of Ballarat bus network, rail upgrades, freight priorities including freight hub at BWEZ and other major road upgrades)</li> </ul>
<p><b>Complete the Ballarat Link Road to the Glenelg Highway</b></p>	<p>Continued planning and lobbying for the completion of the Ballarat Western Link Road which is planned to be completed in its entirety from Liberator Drive (Ballarat West Employment Zone) to the Midland Highway north of Buninyong with an estimated cost of \$110 million – this project is subject to federal or state funding as a project of national significance</p>
<p><b>Deliver Ballarat Strategy headline actions, including Waste to Energy project</b></p>	<p>Paused Waste to Energy project until State Government's Waste to Energy framework is developed – continued discussions to explore other Waste to Energy technologies</p>



# SERVICES

Services	Service description
<b>Animal Control</b>	Animal Control is a mandatory function of the City of Ballarat and is guided under the <i>Domestic Animals Act 1994</i> . This includes animal registrations, investigation of dog attacks and breeding establishments, management of off-leash areas and promotion of responsible pet ownership. This also includes the management of the Ballarat Animal Shelter.
<b>Asset Management</b>	Asset Management includes the maintenance of an Integrated Asset Management System and data registers, inspections of the City of Ballarat infrastructure assets, development and maintenance of asset management plans for the full suite of the City of Ballarat assets, including roads and associated infrastructure, drainage, facilities, open space, trees and ensuring the City of Ballarat has strategic asset management practices in place.
<b>Ballarat Aerodrome</b>	Ballarat Aerodrome is a significant aviation facility servicing western Victoria. The airport is an important infrastructure, economic and social asset to the City of Ballarat and currently accommodates a wide mix of beneficial activities including aviation businesses, recreational aviation uses, community hubs and emergency services operation.
<b>Building and Facilities Management</b>	Building and Facilities provides infrastructure management and maintenance across all classes of assets for the benefit of the community.
<b>Building Control</b>	Building Control is required to fulfil the City of Ballarat's statutory role under the <i>Building Act 1993</i> which includes investigating illegal building works, assessing applications for places of public entertainment permits, essential safety management and emergency management support as they relate to buildings.
<b>Contract Supervision</b>	The majority of the City of Ballarat's annual capital works program is delivered through an open public tender process. Contract Supervision leads the evaluation of tenders and the management of the contracts once they are awarded by City of Ballarat. The team also delivers projects and programs under \$150,000 by seeking quotations from competent contractors.
<b>Design and Survey</b>	Design and Survey facilitates the delivery of the City of Ballarat's annual capital works program for roads and drainage projects by providing survey and design services enabling the City of Ballarat to provide in-house construction plans and specifications for every individual capital project that is sent to open public tender.
<b>Development Engineering</b>	Development Engineering ensures timely and effective delivery of infrastructure to service future sustainable communities in Ballarat in line with policy and legislation, and administer planning permit referrals, subdivision construction plan checking, subdivisional construction supervision, and stormwater drainage issues.
<b>Drainage</b>	Drainage manages a program of drainage works to build capacity to protect Ballarat from nuisance flooding during storm events. Drainage projects range from simple kerb and channel works to major underground upgrades. The team also responds to Legal Point of Discharge and flood level requests via the building department and to customer enquiries related to drainage.
<b>Growth Areas Facilitation</b>	Growth Areas Facilitation delivers the infrastructure projects pertaining to the Ballarat West Precinct Structure Plan and Development Contributions Plan (DCP) in accordance with the <i>Planning and Environment Act 1987</i> . The team is responsible for the financial management of developer contributions, policy and risk management, systems, developer agreements, facilitation and coordination, and collaboration with internal and external stakeholders. It ensures timely and effective delivery of infrastructure to service future sustainable communities in the Ballarat West Growth Area in line with policy and legislation.
<b>Environmental Health</b>	Environmental Health is a statutory function of the City of Ballarat, delivering permits and compliance for food safety, public health and wellbeing (infectious disease control, noise and odour), environmental protection (asbestos, contaminated land), tobacco regulation, emergency management and domestic wastewater.
<b>Environmental Services (Waste)</b>	Environmental Services (Waste) includes transfer station, waste collection and management of the Smythesdale landfill.
<b>Infrastructure Construction</b>	Most of the City of Ballarat's annual capital works program is delivered through an open public tender process. The balance of the program is delivered by Infrastructure Construction, supplemented by highly competent contractors engaged through an approved supplier process.
<b>Operations - Road Maintenance</b>	Operations Road Maintenance is responsible for the maintenance and renewal of all road-related infrastructure. This service is broken up into 4 key functional areas – Unsealed Roads, Sealed Roads, Pathway and Drainage and Road Safety.
<b>Operations - Parks and Gardens</b>	Operations Parks and Gardens provides horticultural maintenance to the city's open space reserves. The service is broken up into seven key functional areas – Lake Wendouree, Botanical Gardens, sports grounds, arboriculture, city entrances, parks maintenance, and trails and waterways.
<b>Parking Management</b>	Parking Management ensures the safe movement of vehicles within the municipality and ensures vehicles add to the CBD's vibrancy. Parking management includes on-street compliance, reactionary compliance under the Road Safety Act and more broadly the implementation of the CBD Car Parking Action Plan.
<b>Property Management</b>	Property Management manages and maintains the City of Ballarat's property portfolio including commercial and community tenanted buildings, public reserves, the Ballarat Airport and associated buildings, and two City of Ballarat-owned caravan parks.
<b>Regulatory Services</b>	Regulatory Services aims to protect the community and the city's amenity through education and enforcement of local laws and Victorian Government legislation. Key service areas include local laws, planning enforcement, asset protection and permit administration.

Services	Service description
<b>School Crossings</b>	School Crossings provides supervision to both primary and secondary schools is provided under a shared costing arrangement with VicRoads. The service stems from community expectations around the City of Ballarat's continued delivery however is being reviewed by Victorian Government given the costs associated to the City of Ballarat.
<b>Statutory Planning</b>	Statutory Planning plays a key role in implementing the strategic land use the director set out in the Council Plan and Municipal Strategic Statement. The Statutory Planning team does this by ensuring the land use and development is consistent with the Ballarat Planning Scheme. The team implements the Ballarat Planning Scheme to ensure the use and development of land occurs in a manner which balances the needs of the economy, environment and community. The City of Ballarat has a responsibility to ensure that statutory planning services are delivered in line with requirements, particularly under the <i>Planning and Environment Act 1987</i> .
<b>Traffic and Transport Management</b>	Traffic and Transport Management provides and facilitates traffic management, road safety initiatives, Local Area Traffic Management and public transport infrastructure planning and delivery. This includes identifying and applying for funding opportunities, particularly the Australian Government Black Spot program to address eligible sites having recorded crash histories.

## SERVICE PERFORMANCE INDICATORS

The results of the Service Performance Indicators as prescribed by the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and which form part of the Report of Operations are listed below.

### ANIMAL MANAGEMENT - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Timeliness</b> <b>AM1 – Time taken to action animal management requests</b> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	6.63	6.43	3.95	7.24	The increasing trend for 2018FY & 2019FY was mainly due to operator error and the requests not being actioned in pathway when completed. This was reviewed and setup better with additional indicators so we can report with more accuracy in the 2020FY, hence the decrease in the indicator for 2020FY. However due to COVID-19, the Ballarat City Council saw a number of staff having reduced hours due to the restrictions imposed by the Victorian Government meaning delays were had when responding to animal management requests in the 2021FY.
<b>Service standard</b> <b>AM2 – Animals reclaimed</b> [Number of animals reclaimed / Number of animals collected] x100	34.04%	46.80%	37.33%	34.30%	There were no major changes to this indicator however, the overall total of reclaimed (AM2) and rehomed (AM5) animals is 91.78% of all animals brought into the Shelter for the 2021FY which is an increase from last years figure of 84.26%
<b>Service standard</b> <b>AM5 - Animals rehomed</b> [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	0.47%	57.48%	During the 2021FY, The COVID 19 pandemic sparked an increased adoption rate of animals from our Animal Shelter as people looked for companions throughout the many lockdowns and restrictions. Additionally, the overall total of reclaimed (AM2) and rehomed (AM5) animals is 91.78% of all animals brought into the Shelter for the 2021FY which is an increase from last years figure of 84.26%
<b>Service cost</b> <b>AM6 – Cost of animal management service per population</b> [Direct cost of the animal management service / Population]	New in 2020	New in 2020	\$18.92	\$16.08	Ballarat City Council had a cost decrease due to COVID-19 restricting rangers and animal shelter operating hours. Some of these staff were redeployed to other areas or stood down during this time.
<b>Health and safety</b> <b>AM7 – Animal management prosecutions</b> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	100.00%	100.00%	Ballarat City Council undertook 7 animal management prosecutions during the year, all of which were successful.

FOOD SAFETY - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<p><b>Timeliness</b>  <b>FS1 – Time taken to action food complaints</b>                      [Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	2.97	2.35	3.21	3.66	The Ballarat City Council has seen a small increase in the time taken to action food complaints over the last 2 years. The main reason is due to COVID19 impacts whereby the Victorian Government restrictions meant that the team were unable to attend in as a timely manner as has occurred pre COVID-19.
<p><b>Service standard</b>  <b>FS2 – Food safety assessments</b>                      [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</p>	104.33%	103.06%	101.86%	91.32%	The Ballarat City Council has seen a small decrease in completed assessments. The main reason is due to COVID19 impacts whereby due to the Victorian Government restrictions meant that the team were unable to attend in as a timely manner as has occurred pre COVID-19.
<p><b>Service cost</b>  <b>FS3 – Cost of food safety service</b>                      [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</p>	\$527.61	\$463.84	\$497.50	\$548.80	In the 2021FY we have seen an increase in food sampling costs compared to prior years which along with higher costs associated with the use of contractors to deliver the service, has contributed to the increase in cost.
<p><b>Health and safety</b>  <b>FS4 - Critical and major non-compliance outcome notifications</b>                      [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</p>	95.45%	96.55%	94.25%	97.65%	The non-compliances that aren't followed up are due to the event or market vendors that do not reside in the Ballarat City Council. Overall, Councils level of outcome notifications has slightly increased in the 2021FY.







## ROADS - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Satisfaction of use</b> <b>R1 - Sealed local road requests</b> [Number of sealed local road requests / Kilometres of sealed local roads ] x100	43.95	39.98	56.66	92.89	Over the last 2 years there has been above average rainfalls leading to deterioration in roads quicker than prior years and in turn delay jobs that were scheduled when its too wet to be able to complete the required jobs. This has resulted in an increase of requests especially in the second year.
<b>Condition</b> <b>R2 - Sealed local roads maintained to condition standards</b> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.77%	99.78%	99.78%	99.78%	
<b>Service cost</b> <b>R3 - Cost of sealed local road reconstruction</b> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$73.33	\$168.35	\$135.95	\$129.33	Over the last two years Ballarat City Council has seen a reduction in sealed local road reconstruction costs which is attributed to increased competition among contractors.
<b>Service Cost</b> <b>R4 - Cost of sealed local road resealing</b> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$7.02	\$6.42	\$5.13	\$7.68	The Cost of materials has increased over the last 12 months leading to an increase in costs. In addition, we have been investigating and using new techniques and materials that will hopefully minimise the speed of deterioration in our roads.
<b>Satisfaction</b> <b>R5 - Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	59.00	58.70	55.30	52.00	Over the last 2 years there has been above average rainfalls leading to deterioration in roads quicker than prior years and in turn delaying jobs that were scheduled when its too wet to be able to complete the required jobs. This has resulted in an increase of requests especially in the second year which would lead to the decreased satisfaction.



## WASTE COLLECTION - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Satisfaction</b> <b>WC1 - Kerbside bin collection requests</b> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	166.44	192.89	201.29	211.72	
<b>Service standard</b> <b>WC2 - Kerbside collection bins missed</b> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	9.34	10.17	11.40	11.47	
<b>Service cost</b> <b>WC3 - Cost of kerbside garbage bin collection service</b> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$111.09	\$111.37	\$118.57	\$123.01	
<b>Service cost</b> <b>WC4 - Cost of kerbside recyclables collection service</b> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$28.78	\$49.63	\$41.02	\$46.15	The variance experienced in 2021FY is a direct result of increasing recycling costs due to new processes implemented that ensure recyclables don't end up in landfill.
<b>Waste diversion</b> <b>WC5 - Kerbside collection waste diverted from landfill</b> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	47.14%	48.65%	43.07%	41.56%	Ballarat's recycling system changed in 2020FY, with glass being no longer part of the kerbside collection recyclables but instead collected at community collection points. This has reduced the volume of material in kerbside recycling bins. The landfill diversion percentage would be 43.6% in 2021FY when including Ballarat's separate non-kerbside glass collection service.





## STATUTORY PLANNING - Service performance indicators

Indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<p><b>Timeliness</b>  <b>SP1 - Time taken to decide planning applications</b>                      [The median number of days between receipt of a planning application and a decision on the application]</p>	59.00	68.00	69.00	59.00	Over the last 12 months, there has been a number of changes to the VicSmart provisions in the Planning Scheme. These changes enable more efficient decision making on applications that meet the specific VicSmart requirements.
<p><b>Service standard</b>  <b>SP2 - Planning applications decided within required time frames</b>                      [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</p>	71.99%	64.48%	65.48%	79.53%	Over the last 12 months, there has been a number of changes to the VicSmart provisions in the Planning Scheme. These changes enable more efficient decision making on applications that meet the specific VicSmart requirements.
<p><b>Service cost</b>  <b>SP3 - Cost of statutory planning service</b>                      [Direct cost of the statutory planning service / Number of planning applications received]</p>	\$1,738.97	\$2,106.34	\$1,935.48	\$1,876.42	
<p><b>Decision making</b>  <b>SP4 - Council planning decisions upheld at VCAT</b>                      [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</p>	63.64%	71.43%	75.00%	100.00%	In the 2021FY, there were zero applications (out of six) overturned by VCAT, three out of 12 in 2020FY, two out of seven in 2019FY and four out of 11 in 2018FY. This shows how a small change in numbers can have a large effect on this indicator.



# ACCOUNTABILITY

Provide strong and decisive leadership, and transparent governance.

## What this means

We will provide open and transparent decision making, and lobby and improve our relationships with all levels of government to enhance our ability to deliver key projects and initiatives.

## STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2020-21 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Measure	Target	Result 2020-21	Comments
Lobbying benefits to Ballarat	Projects or changes successfully lobbied for. Amount of funding achieved / committed to from government	Increase in government funding coming to the City of Ballarat	42 grants received across a range of programs and initiatives	A range of funding announcements were made on projects directly or indirectly related to City of Ballarat advocacy. Grants were secured from Victorian and Australian Government sources for initiatives and projects across the City of Ballarat, including sports reserves and pavilions and road upgrades, as well as outdoor dining infrastructure for hospitality businesses to support COVID –19 recovery. The City of Ballarat continues to actively pursue all funding opportunities that align with the Council Plan 2021–2025.
An increase in community satisfaction in relation to engagement	Community survey results for Community consultation and engagement	Increase from last financial year's result	55.4	This is a decrease from the previous survey result of 63.6.
Improvements to Council's financial sustainability ranking compared to regional city councils in Victoria (Source: Victorian Auditor General - Local Government Audit results produced annually and tabled in the Victorian Parliament)	Council's financial sustainability ranking compared to other regional city councils in Victoria	Improvement from last financial year's result	4 of Council's 7 financial sustainability indicators were rated as low risk and three as medium risk in 2021, compared to all 7 being rated low risk in 2020.	The 2021 results will be published by VAGO in late 2021. VAGO do not rank councils, but disclose their individual financial indicators, without placing more importance on one or the other. The City of Ballarat's results are consistent with other Victorian councils in the regional city cohort.
Reduction in administrative, compliance and delay costs greater than the Victorian average (Source: Department of Treasury and Finance, Red Tape Reduction Program)	Results from Service Review Program	All services reviewed by 2021	Service reviews continued	Service reviews on City of Ballarat internal and external services continue to be progressed with a view to review all services by 2021. Programs reviewed in 2020-21 included the Ballarat and Aquatic Lifestyle Centre, Information Services, Art Gallery of Ballarat and Business Improvement

Strategic indicator	Measure	Target	Result 2020-21	Comments
Improved Customer Satisfaction Survey results in Customer Service	Community survey Customer service	Improvement from last financial year's result	79.5	This is an improvement from 76.1 in the last survey.
Number of grants received	Grants received	Increase year on year	42	42 grants were received in 2020-21.
Number of lobbying activities annually	Lobbying activities conducted	N/A	Advocacy activities continued in 2020-21 with state and federal representatives in preparation for state and federal elections due in 2022. Targeted advocacy to secure COVID-19 stimulus funding from the Victorian and Australian Governments continued.	Advocacy and lobbying activities are undertaken throughout the year to ensure Ballarat's priorities and needs are understood and recognised by the Victorian and Australian Governments. Advocacy and lobbying activity enhances Ballarat's profile and escalates in response to need and opportunity. The ongoing COVID-19 pandemic saw a continued escalation of advocacy activities by the City of Ballarat.
Number of opportunities for the community to engage with the City of Ballarat and Council annually	Community engagement activities conducted	N/A	The City of Ballarat's mySay page recorded 33,000 visits in 2020-21 across over 70 different subjects	This is an increase from 22,944 visits in 2019-20.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	Complete Advocacy and Lobbying Framework	Framework completed and updated to reflect a changed environment, new ways of operating and new funding opportunities due to COVID-19 and post-Victorian and Australian elections (regular updates to reflect changing circumstances and environments)	The City of Ballarat's advocacy and lobbying strategy continues to evolve and respond to changing circumstances presented by the ongoing COVID-19 pandemic. The City of Ballarat is working with local stakeholders, government departments and Members of Parliament to pursue funding for several priority projects designed to create jobs, stimulate the economy and meet the demands of our growing city.



## LOBBYING OUTCOMES FOR KEY PROJECTS

The following funding commitments have come about directly or indirectly from City of Ballarat's lobbying activities and strategies in 2020-21:

<b>\$180 MILLION</b>	<b>\$5 MILLION</b>	<b>LIBERATOR DRIVE</b>
Ongoing delivery of \$180 million in projects committed to by the Australian and Victorian Governments during the 2018 state election and the 2019 federal election	Confirmation to accept \$5 million from the federal government's Regional Airports Program for works to lengthen and strengthen the north-south runway at Ballarat Airport	Associated advocacy to secure early delivery of Liberator Drive to ensure ongoing access to Ballarat Airport while runway works are delivered

# OPPORTUNITIES FOR THE COMMUNITY TO ENGAGE WITH COUNCIL

### Community magazines

The quarterly magazine, ourBallarat, was maintained in 2020-21. It was distributed to 56,000 homes, businesses and City of Ballarat sites each season and was available to read online at [ballarat.vic.gov.au](http://ballarat.vic.gov.au)

### The City of Ballarat website

Visits have increased: 412,682 in 2020-21, an increase from 353,898 in 2019-20

### Dedicated websites

The following websites were maintained in 2020-21:

- Art Gallery of Ballarat
- Ballarat Aquatic and Lifestyle Centre
- Ballarat Botanical Gardens

- Ballarat Capital
- Ballarat Data Exchange
- Ballarat Get into Games
- Ballarat Libraries
- Begonia Festival
- City of Ballarat
- Her Majesty's Theatre
- Ballarat Heritage Weekend
- mySay
- Save Her Maj
- Creative Ballarat
- Visit Ballarat
- Webcast (Council Meeting livestream)
- Winter Festival



## The following websites were redesigned in 2020-21:

- Winter Festival
- Visit Ballarat

## The following websites were launched 2020-21:

- We Are Ballarat
- Be Kind Ballarat
- Eureka Centre Ballarat

## Targeted direct mail

Users can subscribe for email alerts, notices or updates on topics that interest them to receive tailored and relevant messages across various channels managed by the City of Ballarat, including myNews, Ballarat Aquatic and Lifestyle Centre, Arts and Culture, Visit Ballarat and Ballarat Libraries

- Subscribers increased: 31,123 in 2020-21, up from 17,204 in 2019-20

## Social media

### Facebook

Ballarat City Council

- Page likes have increased: 44,853 in 2020-21, an 8.7% increase from 41,246 in 2019-20

### Dedicated Facebook accounts

#### The following Facebook pages were maintained:

- Mayor of Ballarat
- Ballarat Aquatic and Lifestyle Centre
- Art Gallery of Ballarat
- Her Majesty's Theatre
- Ballarat Botanical Gardens
- Ballarat Koorie Engagement Action Group
- Intercultural Employment Pathways
- Parent Place Ballarat – City of Ballarat
- Intercultural Ambassador Program City of Ballarat
- Ballarat Youth Services
- Ballarat Libraries
- Ballarat Begonia Festival
- Ballarat Heritage Weekend
- Harmony Fest
- Summer Sundays
- Ballarat Animal shelter
- Visit Ballarat
- Public Art Ballarat
- Arts and Culture Ballarat

### Twitter

City of Ballarat

- Followers have increased: 7,179 in 2020-21, a 3.9% increase from 6,905 in 2019-20

### Dedicated Twitter accounts

#### The following Twitter accounts were maintained:

- Art Gallery Ballarat
- Her Maj Ballarat
- Historic Urban Landscape (HUL)
- Ballarat Youth

### Instagram

City of Ballarat

- Followers have increased: 11,524 in 2020-21, a 18.7% increase from 9,707 in 2019-20

### Dedicated Instagram accounts

- Art Gallery of Ballarat
- Her Majesty's Theatre
- Ballarat Aquatic and Lifestyle Centre
- B'Youballarat
- Ballarat Libraries
- Visit Ballarat
- Ballarat Heritage Weekend
- Ballarat Begonia Festival
- We Are Ballarat

### Youtube

City of Ballarat

- Subscribers have increased: 529 in 2020-21, a 43.3% increase from 369 in 2019-20
- Video views have increased: 326,502 in 2020-21, a 40.5% increase from 232,350 in 2019-20

### LinkedIn

Ballarat City Council

- Followers have increased: 6,903 in 2020-21, a 24.7% increase from 5,532 in 2019-20

# MAJOR INITIATIVES

Major initiatives	Progress in 2020-21
<b>Advocate for Ballarat's priorities and enhance the city's reputation as the capital of Western Victoria</b>	Continued regular discussions with state and federal Members of Parliament to ensure they understand City of Ballarat priorities and to determine how best to leverage alignment of priorities with funding opportunities
<b>Provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city</b>	<ul style="list-style-type: none"> <li>The City of Ballarat remains a member of various industry bodies, Victorian and Australian Government groups, regional groups and private sector organisations, including: the Municipal Association of Victoria, Committee for Ballarat, Australian Local Government Association, Regional Capitals Australia, Regional Cities Victoria and Central Highlands Councils Victoria Inc</li> <li>The City of Ballarat remains a board member on the World League of Historical Cities</li> </ul>
<b>Ensure the City of Ballarat remains financially responsible and Council delivers transparent governance by making fewer decisions in camera</b>	<ul style="list-style-type: none"> <li>The City of Ballarat remains financially sustainable and responsible after delivering a zero rate increase in 2020-21</li> <li>Adopted and implemented a Public Transparency Policy in August 2020 which incorporates the public transparency principles outlined in section 58 of the <i>Local Government Act 2020</i></li> <li>Revised Council agenda with increased emphasis on transparency and good governance resulted in a substantial reduction from 16.61% in 2019-20 to only 3.28% of decisions being made in camera for 2020-21</li> </ul>
<b>Engage and communicate with our community and other stakeholders</b>	<ul style="list-style-type: none"> <li>Adopted a new Community Engagement Policy in February 2021 in accordance with requirements of the new <i>Local Government Act 2020</i></li> <li>Facilitated the Ballarat: Our Future community engagement process between February and June which received 1,981 community responses and featured deliberative engagement with a community panel of representative residents – this directly shaped the new Community Vision and Council Plan</li> <li>Switched many engagement processes online in acknowledgement of the impact of COVID-19 on face-to-face engagement, with over 70 projects published on the City of Ballarat's mySay page which recorded over 33,000 visits in 2020-21</li> </ul>
<b>Continue to roll-out the Engaging Communities Program</b>	<ul style="list-style-type: none"> <li>Formally concluded this program with investment across three local areas: Ballarat North, Ballarat East and Delacombe</li> <li>Finalised projects including the construction of a new community dog park at Pennyweight Park in Ballarat East, park upgrades at Sparrow Ground in Ballarat East, and upgrades at the Doug Dean Reserve in Delacombe including the delivery of a dual flying fox</li> <li>Commenced implementation of a new master plan at Midlands Reserve in Ballarat North – this project has a number of elements and will be completed in 2021-22</li> </ul>
<b>Reduce unnecessary regulations and advocate for the removal of regulatory burdens from other tiers of government</b>	Continued regular discussions with state and federal Members of Parliament to ensure they understand City of Ballarat priorities and to determine how best to leverage alignment of priorities with funding opportunities
<b>Improve Customer Service by promoting a culture of customer service excellence within the City of Ballarat</b>	<ul style="list-style-type: none"> <li>The City of Ballarat continues to measure resident satisfaction with customer service every year via its annual Community Perceptions Survey</li> <li>Satisfaction with City of Ballarat Customer Service has continued to improve year-on-year, achieving 79.5 in 2021, growing from 68.9 in 2016 to 76 in 2019 – this is 9.5 points above the Victorian average</li> </ul>
<b>Investigate and deliver shared local government services within the region</b>	The Central Highlands Regional Councils Transformation Program was ceased in August 2020 – participating councils agreed to work on cooperative arrangements for waste, recycling and circular economy initiatives moving forward
<b>Review business operations to drive financial and service improvements</b>	Continued a rolling continuous improvement program across the organisation, with a prioritised list of improvements rolled out across numerous service functions
<b>Address gender equity and inclusion in all City of Ballarat plans and strategies</b>	<ul style="list-style-type: none"> <li>Completed seven Gender Impact Assessments as follows: Municipal Public Health and Wellbeing Plan, Active Ballarat Strategy, Grants Policy, LGBTIQ+ Advisory Committee and Action Plan, Gambling Harm Minimisation Policy, Recruitment and Selection Policy, and CEO Remuneration Policy</li> <li>Completed a workplace gender audit, with 30% of employees participating</li> </ul>
<b>Implement the Digital Strategy, better utilise innovative online engagement tools and make our information and data accessible to our community and stakeholders</b>	Continued to publish more data through our open data platform <a href="http://data.ballarat.vic.gov.au">data.ballarat.vic.gov.au</a> and associated public reporting dashboards to make the information easily accessible, for example a dashboard with the ability to search all resolutions made by Council

# SERVICES

Major initiatives	Progress in 2020-21
<b>Advocacy and Lobbying</b>	Provides coordinated advocacy and lobbying to advance the strategic direction of City of Ballarat and attract funding for the delivery of key projects and policy.
<b>Business Improvement</b>	Business Improvement uses innovation, data and insight to co-create efficiencies and services with a customer focus, as well as driving a culture of innovation within Ballarat and continue to advance Ballarat as a smart city.
<b>CEO Office</b>	The CEO is the only staff member who is appointed by Council, the remainder of staff are appointed by the CEO. The CEO is responsible for managing the organisational structure of City of Ballarat, ensuring Council decisions are implemented, managing daily operations, and providing advice to Council.
<b>Civic Support</b>	Civic Support is responsible for Mayor and Councillor Support and provides high level, professional and confidential administrative support, ensuring effective and professional management of communication and correspondence, diary management, event coordination stakeholder relationship management and management of the Mayor and Councillors to undertake their civic responsibilities. This service includes management of civic receptions and events including citizenship ceremonies, VIP and international visits.
<b>Communications and Design</b>	The Communication and Design Unit provides internal services to the organisation in the areas of strategic communications planning, branding strategy and design, social media and digital strategy, public relations and media. This service area is responsible for issues management advice and implement key organisational communications and marketing strategies, to the Mayor, Councillors, CEO, directors, managers and staff.
<b>Compliance</b>	Compliance works collaboratively to deliver strategic and operational advice to Council, executive, managers and employees to support the broad range of services offered by City of Ballarat. Key areas include engagement with the community for statutory functions such as Council meeting management, agenda and minute preparation, delegations and authorisations, governance of special and advisory committees, managing Ombudsman complaints, coordination of Freedom of Information applications, privacy and data protection, and protected disclosures to statutory authorities.
<b>Corporate Costs</b>	Corporate costs provides for those incomes and expense streams that are not directly related to individual services. Such income and expenditure streams as rates and depreciation are captured within this service area.
<b>Financial Management</b>	Financial Management provides overall advice to Council, CEO and Directors on current and future financial matters affecting the delivery of services/projects to the community. Financial management provides assistance to Council in the formulation of the annual budget and the annual revision of Council's Long Term Financial Strategy.
<b>Financial Services</b>	Financial Services is responsible for the administration of City of Ballarat's financial resources. The service maintains appropriate controls over City of Ballarat finances, providing advice to business units in their delivery of other services.
<b>Fleet Management</b>	Fleet Management is responsible for administering City of Ballarat plant and equipment.
<b>Hall Keeping</b>	Hall Keeping provides exceptional hospitality and customer service standards to staff, Councillors, customers, and community members using the Ballarat Town Hall.
<b>Human Resources</b>	Human Resources supports the organisation in the management of its staff and volunteers. Services span the whole employment lifecycle and include providing advice on attraction, recruitment, onboarding and retention practices, maintenance and management of human resource data, industrial and employee relations and the coordination of work force planning and learning and development activities. This service also includes organisational development and people innovation which is focussed on building the appropriate frameworks, skills and culture to support organisational sustainability through its managers and employees whilst supporting the achievement of Council's corporate objectives.
<b>Information Services</b>	Information Services is responsible for providing information, technology, and communications services to support a broad range of business functions to over 800 consumers and 26 sites.
<b>Marketing</b>	The Marketing team forms part of the Visitor Economy unit, which has been newly-formed to support and re-ignite the city's visitor economy industry. The team works closely with the city's leaders and local business community on a range of initiatives to attract potential visitors, inspire our community to invite their friends and relatives to stay and to showcase a city that motivates people to live, work, study and invest in Ballarat.
<b>Payroll</b>	Payroll aims to provide the accurate and timely processing of payroll and the related activities of superannuation, taxation, statutory reporting and internal monthly, quarterly, and annual reporting.
<b>Procurement</b>	Procurement coordinates tendering services for contracts in accordance with legislative requirements and the City of Ballarat's Procurement Policy.
<b>Records Management</b>	The Records Management service is responsible for information management and compliance activities, as well as supporting the largely paper-based business practices prevalent across Council.
<b>Revenue</b>	Revenue has responsibility to levy and collect rates and charges, including the Victorian Government's Fire Services Property Levy, in accordance with legislation and the Council's adopted Rating Strategy.
<b>Risk</b>	Risk Services includes enterprise risk and insurance services and works collaboratively to deliver strategic and operational advice to Council, executive, managers, and employees to support the broad range of services offered by the City of Ballarat. In addition, the unit is the strategic driver of enterprise, operational and project risk management for Council's services. Risk Services also facilitates the procurement of all insurance classes and undertakes claims management in relation to issues of liability.
<b>Safety</b>	Safety is largely an internal service and works collaboratively to deliver strategic and operational advice to executive, managers, and employees to support the broad range of services offered by Council. Safety is responsible for developing and implementing the Council's safety management system (policy, procedures and online reporting function) using a prevention led approach, that incorporates a holistic wellbeing and injury management function to support staff to be healthy at work.



ANNUAL  
FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2021

Contents	Page
<b>Certification of the Financial Statements</b>	<b>69</b>
<b>Victorian Auditor-General's Office Report</b>	<b>70</b>
<b>Primary Financial Statements</b>	
Comprehensive Income Statement	72
Balance Sheet	73
Statement of Changes in Equity	74
Statement of Cash Flows	75
Statement of Capital Works	76
<b>Overview</b>	<b>77</b>
<b>Notes to the Financial Statements</b>	
<b>Note 1 Performance against budget</b>	<b>79</b>
1.1 Income and expenditure	79
1.2 Capital works	81
<b>Note 2 Analysis of Council results by program</b>	<b>83</b>
<b>Note 3 Funding for the delivery of our services</b>	<b>85</b>
3.1 Rates and charges	85
3.2 Statutory fees and fines	85
3.3 User fees	86
3.4 Funding from other levels of government	87
3.5 Contributions	88
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	90
3.7 Other income	90
<b>Note 4 The cost of delivering services</b>	<b>91</b>
4.1 Employee costs	91
4.2 Materials and services	92
4.3 Depreciation	93
4.4 Amortisation – Intangible assets	93
4.5 Amortisation – Right of use assets	93
4.6 Bad and doubtful debts	94
4.7 Borrowing costs	94
4.8 Finance Costs – Leases	94
4.9 Other expenses	95
<b>Note 5 Our financial position</b>	<b>96</b>
5.1 Financial assets	96
5.2 Non-financial assets	99
5.3 Payables	100
5.4 Interest-bearing liabilities	101
5.5 Provisions	101
5.6 Financing arrangements	103
5.7 Commitments	104

Contents	Page
5.8 Leases	105
<b>Note 6 Assets we manage</b>	<b>107</b>
6.1 Property, infrastructure, plant and equipment	107
<b>Note 7 People and relationships</b>	<b>114</b>
7.1 Council and key management remuneration	114
7.2 Related party disclosure	117
<b>Note 8 Managing uncertainties</b>	<b>118</b>
8.1 Contingent assets and liabilities	118
8.2 Change in accounting standards	119
8.3 Financial instruments	119
8.4 Fair value measurement	121
8.5 Events occurring after balance date	122
<b>Note 9 Other matters</b>	<b>123</b>
9.1 Reserves	123
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	126
9.3 Superannuation	127
<b>Note 10 Changes in accounting policies</b>	<b>129</b>
<b>Note 11 Errors and changes in accounting estimates</b>	<b>129</b>



## Ballarat City Council


2020/2021 Financial Report

## Annual Financial Report

for the year ended 30 June 2021

### Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.




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Jason Clissold

**Principal Accounting Officer**

22 September 2021

Ballarat

In our opinion the accompanying financial statements present fairly the financial transactions of Ballarat City Council for the year ended 30 June 2021 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 and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



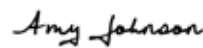

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Cr Daniel Moloney

**Mayor**

22 September 2021

Ballarat



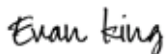

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Cr Amy Johnson

**Deputy Mayor**

22 September 2021

Ballarat




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Evan King

**Chief Executive Officer**

22 September 2021

Ballarat

## Independent Auditor's Report

### To the Councillors of Ballarat City Council

<b>Opinion</b>	<p>I have audited the financial report of Ballarat City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2021</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's responsibilities for the audit of the financial report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE  
30 September 2021



Sanchu Chummar  
*as delegate for the Auditor-General of Victoria*



## Comprehensive Income Statement

for the year ended 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
<b>Income</b>			
Rates and charges	3.1	126,721	123,049
Statutory fees and fines	3.2	6,815	6,980
User fees	3.3	16,303	19,117
Grants - operating	3.4	25,519	26,005
Grants - capital	3.4	15,119	6,995
Contributions - monetary	3.5	9,171	14,737
Contributions - non monetary	3.5	75,544	39,982
Other income	3.7	2,245	6,940
<b>Total income</b>		<b>277,437</b>	<b>243,805</b>
<b>Expenses</b>			
Employee costs	4.1	66,782	66,623
Materials and services	4.2	68,933	62,849
Depreciation	4.3	40,213	39,928
Amortisation - Intangible assets	4.4	588	588
Amortisation - Right of use assets	4.5	1,415	1,219
Bad and doubtful debts	4.6	563	567
Borrowing costs	4.7	1,776	1,860
Finance Costs - Leases	4.8	81	84
Net loss on disposal of property, infrastructure, plant and equipment	3.6	120	2,681
Other expenses	4.9	(220)	2,615
<b>Total expenses</b>		<b>180,251</b>	<b>179,014</b>
<b>Surplus/(deficit) for the year</b>		<b>97,186</b>	<b>64,791</b>
<b>Other comprehensive income:</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	6.1	73,579	109,785
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>73,579</b>	<b>109,785</b>
<b>Total other comprehensive income for the year</b>		<b>73,579</b>	<b>109,785</b>
<b>Total comprehensive result</b>		<b>170,765</b>	<b>174,576</b>

The above comprehensive income statement should be read in conjunction with the accompanying notes.

## Balance Sheet

as at 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	5,604	40,502
Trade and other receivables	5.1	14,069	12,602
Other financial assets	5.1	138,024	81,302
Inventories	5.2	456	349
Other assets	5.2	1,307	1,187
<b>Total current assets</b>		<b>159,460</b>	<b>135,942</b>
<b>Non-current assets</b>			
Property, infrastructure, plant and equipment	6.1	2,022,698	1,854,506
Intangible assets	5.2	158	746
Right-of-use assets	5.8	1,678	2,834
<b>Total non-current assets</b>		<b>2,024,534</b>	<b>1,858,086</b>
<b>Total assets</b>		<b>2,183,994</b>	<b>1,994,028</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	12,571	8,198
Trust funds and deposits	5.3	14,138	10,688
Unearned income	5.3	26,078	10,891
Provisions	5.5	15,735	15,560
Interest-bearing liabilities	5.4	4,481	5,206
Lease liabilities	5.8(b)	457	1,302
<b>Total current liabilities</b>		<b>73,460</b>	<b>51,845</b>
<b>Non-current liabilities</b>			
Provisions	5.5	10,603	11,729
Interest-bearing liabilities	5.4	35,739	40,220
Lease liabilities	5.8(b)	1,153	1,591
<b>Total non-current liabilities</b>		<b>47,495</b>	<b>53,540</b>
<b>Total liabilities</b>		<b>120,955</b>	<b>105,385</b>
<b>Net assets</b>		<b>2,063,039</b>	<b>1,888,643</b>
<b>Equity</b>			
Accumulated surplus		1,295,969	1,203,539
Reserves	9.1	767,070	685,104
<b>Total Equity</b>		<b>2,063,039</b>	<b>1,888,643</b>

The above balance sheet should be read in conjunction with the accompanying notes.

## Statement of Changes in Equity

for the year ended 30 June 2021

	Notes	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
<b>2021</b>					
<b>Balance at beginning of the financial year</b>		1,888,643	1,203,539	674,489	10,615
Found assets	11.1	3,631	3,631	–	–
<b>Adjusted opening balance</b>		1,892,274	1,207,170	674,489	10,615
<b>Surplus/(deficit) for the year</b>		97,186	97,186	–	–
<b>Other comprehensive income</b>					
- Net asset revaluation increment/(decrement)	6.1	73,579	–	73,579	–
<b>Other comprehensive income</b>		73,579	–	73,579	–
<b>Total comprehensive income</b>		170,765	97,186	73,579	–
Transfer to / (from) other reserves	9.1	–	(8,387)	–	8,387
<b>Balance at end of the financial year</b>		2,063,039	1,295,969	748,068	19,002
<b>2020</b>					
<b>Balance at beginning of the financial year</b>		1,718,140	1,140,620	564,704	12,816
Found assets	11.1	2,487	2,487	–	–
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers		(982)	(982)	–	–
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities		(5,578)	(5,578)	–	–
<b>Adjusted opening balance</b>		1,714,067	1,136,547	564,704	12,816
<b>Surplus/(deficit) for the year</b>		64,791	64,791	–	–
<b>Other comprehensive income</b>					
- Net asset revaluation increment/(decrement)	6.1	109,785	–	109,785	–
<b>Other comprehensive income</b>		109,785	–	109,785	–
<b>Total comprehensive income</b>		174,576	64,791	109,785	–
Transfer to / (from) other reserves	9.1	–	2,201	–	(2,201)
<b>Balance at end of the financial year</b>		1,888,643	1,203,539	674,489	10,615

The above statement of changes in equity should be read in conjunction with the accompanying notes.



## Statement of Cash Flows

for the year ended 30 June 2021

		2021	2020
	Notes	Inflows/ (Outflows) \$ '000	Inflows/ (Outflows) \$ '000
<b>Cash flows from operating activities</b>			
Rates and charges		127,436	120,625
Statutory fees and fines		6,815	4,636
User fees		18,203	23,311
Grants - operating		24,311	26,396
Grants - capital		30,491	12,678
Contributions - monetary		9,171	15,118
Interest received		700	1,591
Trust funds and deposits taken		41,790	7,115
Other receipts		1,132	3,924
Net GST refund/payment		8,770	8,373
Employee costs		(66,560)	(68,263)
Materials and services		(74,846)	(71,540)
Short-term, low value and variable lease payments		(207)	(762)
Trust funds and deposits repaid		(38,340)	(1,974)
Other payments		(2,666)	(2,799)
<b>Net cash provided by/(used in) operating activities</b>	9.2	<b>86,200</b>	<b>78,429</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.1	(57,093)	(49,686)
Proceeds from sale of property, infrastructure, plant and equipment		1,322	2,825
Payments for investments		(404,266)	(272,115)
Proceeds from sale of investments		347,544	276,567
<b>Net cash provided by/(used in) investing activities</b>		<b>(112,493)</b>	<b>(42,409)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(1,776)	(1,860)
Proceeds from borrowings		-	10,000
Repayment of borrowings		(5,206)	(4,201)
Interest paid - lease liability		(81)	(84)
Repayment of lease liabilities		(1,542)	(1,792)
<b>Net cash flow provided by/(used in) financing activities</b>		<b>(8,605)</b>	<b>2,063</b>
<b>Net Increase (decrease) in cash and cash equivalents</b>		<b>(34,898)</b>	<b>38,083</b>
Cash and cash equivalents at the beginning of the financial year	5.1	40,502	2,419
<b>Cash and cash equivalents at the end of the financial year</b>		<b>5,604</b>	<b>40,502</b>
Financing arrangements	5.6	6,050	6,948
Restrictions on cash assets	5.1	14,138	10,688

The above statement of cash flows should be read in conjunction with the accompanying notes.

## Statement of Capital Works

for the year ended 30 June 2021

	2021 \$ '000	2020 \$ '000
<b>Property</b>		
Land	835	3,677
Land improvements	448	154
<b>Total land</b>	<u>1,283</u>	<u>3,831</u>
Buildings	–	617
Heritage buildings	1,743	1,224
Building improvements	16,496	6,398
<b>Total buildings</b>	<u>18,239</u>	<u>8,239</u>
<b>Total property</b>	<u>19,522</u>	<u>12,070</u>
<b>Plant and equipment</b>		
Plant, machinery and equipment	3,733	3,711
Fixtures, fittings and furniture	65	847
Computers and telecommunications	907	1,047
Library books	365	331
Artworks	136	169
<b>Total plant and equipment</b>	<u>5,206</u>	<u>6,105</u>
<b>Infrastructure</b>		
Roads	15,570	17,226
Bridges	2,803	371
Footpaths and cycleways	1,476	1,473
Drainage	822	824
Recreational, leisure and community facilities	4,867	2,980
Waste management	3,404	363
Parks, open space and streetscapes	612	2,200
Off street car parks	189	524
Other infrastructure	2,642	5,862
<b>Total infrastructure</b>	<u>32,385</u>	<u>31,823</u>
<b>Total capital works expenditure</b>	<u>57,113</u>	<u>49,998</u>
<b>Represented by:</b>		
New asset expenditure	19,008	18,694
Asset renewal expenditure	35,598	26,314
Asset expansion expenditure	–	–
Asset upgrade expenditure	2,507	4,990
<b>Total capital works expenditure</b>	<u>57,113</u>	<u>49,998</u>

The above statement of capital works should be read in conjunction with the accompanying notes.

# Annual Financial Report

for the year ended 30 June 2021

## Overview

### 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.

Council's main office is located at the Town Hall in Sturt Street, Ballarat. Council's main customer service centre is in the Phoenix Building, 25 Armstrong Street South, Ballarat (located behind the Town Hall).

The purpose of 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** - Victorian Auditor-General's Office

**Internal Auditor** - Pitcher Partners

**Bankers** - National Australia Bank

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

### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

### Significant accounting policies

#### (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 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1).
- the determination of employee provisions (refer to Note 5.5.).
- the determination of landfill provisions (refer to Note 5.5.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

## Annual Financial Report

for the year ended 30 June 2021

### Overview (continued)

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.

#### 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.

#### Rounding

Amounts in the Financial Report have been rounded to the nearest thousand dollars unless otherwise stated. Some figures in the financial statement may not equate due to rounding.

#### (b) Impact of Covid-19

On the 30th of January 2020, COVID-19 was declared a global pandemic by the World Health Organisation (WHO).

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic and a state of disaster was subsequently declared on 2 August 2020.

Since then, various measures have been taken by all three levels of government in Australia to reduce the spread of COVID-19.

In response to decreased public demand and directives from other levels of government during the COVID-19 outbreak, Council was required to temporarily close the following facilities at various points throughout the year:

- Art Gallery of Ballarat
- Ballarat Aquatic and Lifestyle Centre
- Ballarat Library
- Ballarat Regional Soccer Facility
- Eureka Aquatic Centre
- Her Majesty's Theatre
- Eureka Centre
- Sebastopol Library
- Wendouree Library

Some of the significant financial impacts on Council during the 2020/21 financial year include:

- Additional revenue – grant funding received for Be Kind (\$15k), Victoria Together (\$15k), and Outdoor Dining (\$500k).
- Revenue reductions – reductions in revenue from user fees for recreation and aquatic facilities (estimated 500k), Her Majesty's Theatre (estimated \$200k), Art Gallery Ballarat (estimated \$400k) and the Eureka Centre (estimated \$100k).
- Revenue foregone – parking meter revenue (free parking implemented for several months), less enforcement of infringements, local laws permits fees waived, interest waived on late payments (impact estimated at \$250k).
- Additional costs – additional cleaning and PPE supplies (\$98k), IT equipment to enable remote working (\$70k), and pandemic leave for some staff.
- Asset valuations – significant estimation uncertainty in land and buildings valuations due to volatility in property market within the municipality.



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 1. Performance against budget

The performance against budget 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 greater of 10 percent and \$1,000,000 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.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

	Budget 2021 \$ '000	Actual 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
<b>1.1 Income and expenditure</b>					
<b>Income</b>					
Rates and charges	124,865	126,721	1,856	1%	
Statutory fees and fines	4,059	6,815	2,756	68%	1
User fees	18,333	16,303	(2,030)	(11)%	2
Grants - operating	22,493	25,519	3,026	13%	3
Grants - capital	2,200	15,119	12,919	587%	4
Contributions - monetary	13,435	9,171	(4,264)	(32)%	5
Contributions - non monetary	31,396	75,544	44,148	141%	6
Other income	3,078	2,245	(833)	(27)%	7
<b>Total income</b>	<b>219,859</b>	<b>277,437</b>	<b>57,578</b>	<b>26%</b>	
<b>Expenses</b>					
Employee costs	67,872	66,782	1,090	2%	
Materials and services	67,147	68,933	(1,786)	(3)%	
Depreciation	39,867	40,213	(346)	(1)%	
Amortisation - intangible assets	–	588	(588)	∞	
Amortisation - right of use assets	–	1,415	(1,415)	∞	8
Bad and doubtful debts	918	563	355	39%	9
Borrowing costs	3,117	1,776	1,341	43%	10
Finance costs - leases	–	81	(81)	∞	8
Net loss on disposal of property, infrastructure, plant and equipment	–	120	(120)	∞	
Other expenses	2,592	(220)	2,812	108%	11
<b>Total expenses</b>	<b>181,513</b>	<b>180,251</b>	<b>1,262</b>	<b>1%</b>	
<b>Surplus/(deficit) for the year</b>	<b>38,346</b>	<b>97,186</b>	<b>58,840</b>	<b>153%</b>	

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 1. Performance against budget (continued)

#### (i) Explanation of material variations

##### Variance Explanation

##### Ref

1. Some realignment of fees between Statutory fees and User fees has occurred during the year which is not reflected in the budget (impact of realignment would be an increase in budget of \$1.1m). In addition, the budget was conservative due to the unknown impact of COVID-19, and while income from infringements was down on budget, this is offset by increases in some statutory fees such as subdivision supervision and plan checking fees and asset protection permits.
2. In addition to the impact of the realignment with statutory fees, the major driver of the lower than budgeted income from user fees is due to many council venues being closed or running at limited capacity due to government restrictions to halt the spread of COVID-19, this included Ballarat Aquatic and Lifestyle Centre (\$656k), Eureka Centre (\$106k) and Art Gallery Ballarat (\$62k).
3. Additional funding in excess of budget was received for Kinders (\$500k) and Child Care Assistance (\$1m) as well as aged care services (\$1m), along with several smaller unexpected grants that became available throughout the year.
4. Capital grants are unpredictable and depend on what grant programs are on offer during the year, as such only the Roads to Recovery grant was budgeted for. Larger grants received during the year include \$1.439m in Blackspot funding, \$1m for Franklin Bridge replacement, \$2.955m for Mars Facilities upgrade, \$2.036m for Wendouree Community Recreation Precinct, and \$1.668m for Ballarat Sports and Events Centre.
5. Monetary contributions from DCP is slightly down on prior years, however the timing of stages is difficult to predict. The budget was significantly higher than previous years.
6. Increase in non-monetary contributions is due to the increase in subdividers contributions, which are difficult to predict. The level of subdivision activity was not as impacted by COVID-19 as anticipated, for example a total of 36 subdivisions were titled during 2020/21 financial year compared to an average of 22 for the three preceding financial years.
7. Interest rates declined during the year and therefore had an impact on the earning capacity of Council's investments.
8. The impact of the new accounting standard relating to accounting for leases introduced in 2019/20 financial year was not known at the time of preparing the 2020/21 budget, therefore the amortisation of any Right of Use assets and Finance costs for Leases was not budgeted for.
9. The methodology for calculating the provision for doubtful debts changed with the introduction of AASB 9 and resulted in a lower provision.
10. The 2020/21 budget factored in additional borrowings to deal with the uncertainty of COVID-19, however these funds were not required and the additional borrowings were not taken up.
11. The movement in the landfill provision was a reduction rather than an increase as budgeted. This was primarily due to the impact of discounting for future cashflows and lower aftercare costs relating to monitoring and analytical reports.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 1. Performance against budget (continued)

	Budget 2021 \$ '000	Actual 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
<b>1.2 Capital works</b>					
<b>Property</b>					
Land	–	835	835	∞	1
Land improvements	–	448	448	∞	2
<b>Total land</b>	<b>–</b>	<b>1,283</b>	<b>1,283</b>	<b>∞</b>	
Buildings	–	–	–	∞	
Heritage buildings	–	1,743	1,743	∞	3
Building improvements	4,950	16,496	11,546	233%	4
<b>Total buildings</b>	<b>4,950</b>	<b>18,239</b>	<b>13,289</b>	<b>268%</b>	
<b>Total property</b>	<b>4,950</b>	<b>19,522</b>	<b>14,572</b>	<b>294%</b>	
<b>Plant and equipment</b>					
Plant, machinery and equipment	3,090	3,733	643	21%	
Fixtures, fittings and furniture	–	65	65	∞	
Computers and telecommunications	2,857	907	(1,950)	(68)%	5
Library books	394	365	(29)	(7)%	
Artworks	–	136	136	∞	
<b>Total plant and equipment</b>	<b>6,341</b>	<b>5,206</b>	<b>(1,135)</b>	<b>(18)%</b>	
<b>Infrastructure</b>					
Roads	13,885	15,570	1,685	12%	6
Bridges	223	2,803	2,580	1,157%	7
Footpaths and cycleways	955	1,476	521	55%	
Drainage	861	822	(39)	(5)%	
Recreational, leisure and community facilities	7,022	4,867	(2,155)	(31)%	8
Waste management	2,240	3,404	1,164	52%	9
Parks, open space and streetscapes	969	612	(357)	(37)%	
Off street car parks	–	189	189	∞	
Other infrastructure	12,365	2,642	(9,723)	(79)%	10
<b>Total infrastructure</b>	<b>38,520</b>	<b>32,385</b>	<b>(6,135)</b>	<b>(16)%</b>	
<b>Total capital works expenditure</b>	<b>49,811</b>	<b>57,113</b>	<b>7,302</b>	<b>15%</b>	
<b>Represented by:</b>					
New asset expenditure	7,376	19,008	11,632	158%	
Asset renewal expenditure	25,730	35,598	9,868	38%	
Asset expansion expenditure	1,812	–	(1,812)	(100)%	
Asset upgrade expenditure	14,893	2,507	(12,386)	(83)%	
<b>Total capital works expenditure</b>	<b>49,811</b>	<b>57,113</b>	<b>7,302</b>	<b>15%</b>	

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 1. Performance against budget (continued)

#### (i) Explanation of material variations

Variance Ref	Explanation
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1.	The purchase of land was budgeted for in 2020 however completed in 2021 financial year.
2.	The land improvements were incorporated into the budget for Recreation projects, however on completion were allocated to the specific asset category.
3.	The budget for Heritage building works is incorporated into the general building improvements category, and allocated more specifically on completion.
4.	Building improvements includes \$2.3m in projects budgeted for under the Recreation category, as well as expenditure on a number of projects budgeted for in the prior year but delivered in 2021 financial year, such as works on the Fernery (\$1.055m), Royal Park Soccer Change Rooms (\$1.905m), Upgrades to Mars Stadium entrance and toilet facilities (\$1.909m) and works on Ballarat Sports & Events Centre (\$1.670m).
5.	System development projects budgeted for are still in the early planning stages and have not yet incurred capital expenditure (\$2m). In addition, some expenditure budgeted as capital was expensed due to a change in interpretation of the standard in relation to cloud computing.
6.	Roads expenditure includes projects completed during the year that were budgeted in the prior financial year (\$1m) as well as some additional works due to increased funding.
7.	Budget for some projects was initially classified within the Roads category, and allocated more specifically on completion, and includes expenditure on projects initially budgeted in prior years but completed in 2020/21.
8.	Projects budgeted as Recreation (\$2.3m) have been categorised as Building Improvements.
9.	Construction of a new cell is a multi-year project and there are some timing variances with the allocation of the budget.
10.	Budgeted expenditure included \$6m for Council projects related to DCPs of which \$299k was expended during the year, as well as \$4m for Bakery Hill which is expected to be expended during 2021/22 financial year.



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 2. Analysis of Council results by program

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#### 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

##### **Corporate Services (previously Business Services)**

The Corporate Services department provides corporate management, support and governance to the organisation, ensuring that the business complies with and meets all its statutory obligations required by a local government authority. It services the organisation with fleet management, information and technology support, financial and revenue services, as well as customer services.

##### **Community Wellbeing (previously Community Development)**

The Community Wellbeing department provides a broad range of community services and support programs that enhance the quality of life for Ballarat residents. These services relate to home and personal care in aged care, maternal and child health, and people with special needs. It also builds our communities through community engagement, youth services, cultural diversity, and our learning and community hubs and by managing Her Majesty's Theatre, the Art Gallery of Ballarat, the Eureka Centre and facilitating a broad range of community events.

##### **Development and Growth (previously Development and Planning)**

Development and Growth is responsible for managing the strategies for positive future developments within the municipality that builds the long term economic prosperity of the city. It also manages the provision of recreational facilities, and regulatory services such as local laws, animal shelter and environmental health.

##### **Infrastructure and Environment**

Infrastructure and Environment are responsible for designing and maintaining the network of Council assets. They do this by providing the planning, development and delivery of community infrastructure including our buildings, roads, drainage, recreational and open spaces, parks and gardens, and water ways. It also provides our municipality with regulatory and waste management services, with an environmentally conscious and sustainable underpinning.

##### **Office of the Chief Executive Officer**

The Office of the Chief Executive Officer has the overall responsibility for managing Council as an organisation. They develop and manage delivery of the long term strategic plans of Council. The Office of the CEO also incorporates governance and risk, as well as human resources management and organisational development.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 2. Analysis of Council results by program (continued)

## 2.2 Summary of revenues, expenses, assets and capital expenses by program

Functions/activities *	Income \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income \$ '000	Total assets \$ '000
<b>2021</b>					
Business Services	–	–	–	–	–
Community Development	–	–	–	–	–
Development and Planning	–	–	–	–	–
Innovation and Organisational Improvement	–	–	–	–	–
Infrastructure and Environment	22,887	54,093	(31,206)	13,480	–
Office of the Chief Executive Officer	65	7,917	(7,852)	–	–
Corporate Services	140,779	55,945	84,834	13,135	2,183,994
Community Wellbeing	16,175	35,515	(19,340)	11,776	–
Development and Growth	97,531	26,781	70,750	2,247	–
<b>Total functions and activities</b>	<b>277,437</b>	<b>180,251</b>	<b>97,186</b>	<b>40,638</b>	<b>2,183,994</b>
<b>2020</b>					
Business Services	141,125	57,489	83,636	14,241	1,994,028
Community Development	20,265	31,054	(10,789)	12,119	–
Development and Planning	7,681	15,831	(8,150)	1,293	–
Innovation and Organisational Improvement	371	8,241	(7,870)	197	–
Infrastructure and Environment	74,287	65,283	9,004	5,150	–
Office of the Chief Executive Officer	76	1,116	(1,040)	–	–
Corporate Services	–	–	–	–	–
Community Wellbeing	–	–	–	–	–
Development and Growth	–	–	–	–	–
<b>Total functions and activities</b>	<b>243,805</b>	<b>179,014</b>	<b>64,791</b>	<b>33,000</b>	<b>1,994,028</b>

(\*) At the beginning of the 2020/21 financial year, Council underwent a change in structure from a five Directorate model to a four Directorate model. Within the four new directorates there was also a realignment of the business functions within each Directorate. The prior year comparatives are reported under the previous structure while the current year is reported under the new structure.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 3. Funding for the delivery of our services

	2021 \$ '000	2020 \$ '000
<b>3.1 Rates and charges</b>		
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 2020/21 was \$23,334 million (2019/20: \$21,341 million). The 2020/21 rate in the dollar was 0.3739 cents (2019/20 0.3922 cents).		
General rates	106,580	103,253
Waste management charge	20,005	19,463
Special rates and charges	148	148
Interest on rates and charges	(12)	121
Revenue in lieu of rates	–	64
<b>Total rates and charges</b>	<b>126,721</b>	<b>123,049</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021.

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.

### 3.2 Statutory fees and fines

Infringements and costs	1,613	2,182
Town planning fees and certificates	1,206	1,211
Subdivision supervision and certification fees	1,382	1,550
Land information certificates	176	137
Dog and cat registrations and fines	934	1,055
Health licences and fees	591	677
Local law permits	913	167
Sale of valuations	–	1
<b>Total statutory fees and fines</b>	<b>6,815</b>	<b>6,980</b>

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.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
<b>3.3 User fees</b>		
Aged services fees	331	414
Child care centres and kindergartens	867	901
Parking	1,354	1,537
Art Gallery of Ballarat	178	653
Ballarat Aquatic and Lifestyle Centre	2,034	3,447
Family day care	136	120
Her Majesty's Theatre	171	381
Landfill operations	6,198	5,815
Library services	945	1,114
Animal Shelter	271	268
Meals on wheels	521	396
Recreation income	276	598
Transfer station	834	702
Building Fees & Permits	1,166	814
Eureka Centre	36	216
Other	985	1,741
<b>Total user fees</b>	<b>16,303</b>	<b>19,117</b>

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.



## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
<b>3.4 Funding from other levels of government</b>		
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	23,856	22,350
State funded grants	16,782	10,650
<b>Total grants received</b>	<b>40,638</b>	<b>33,000</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants	12,941	14,166
Aged care	4,063	4,003
Child and family day care	2,898	2,460
Other	–	181
<b>Recurrent - State Government</b>		
Aged care	487	1,072
School crossing supervisors	411	401
Libraries	696	679
Maternal and child health	862	1,203
Community safety	73	70
Arts	253	274
Child and family day care	1,686	618
Other	424	707
<b>Total recurrent operating grants</b>	<b>24,794</b>	<b>25,834</b>
<b>Non-recurrent - Commonwealth Government</b>		
Recreation	19	–
Other	7	–
<b>Non-recurrent - State Government</b>		
Arts	37	9
Community Safety	68	–
Child and Family Day Care	148	–
Land Use Planning	101	–
Other	345	162
<b>Total non-recurrent operating grants</b>	<b>725</b>	<b>171</b>
<b>Total operating grants</b>	<b>25,519</b>	<b>26,005</b>
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads	3,655	1,395
<b>Recurrent - State Government</b>		
Roads	–	562
<b>Total recurrent capital grants</b>	<b>3,655</b>	<b>1,957</b>
<b>Non-recurrent - Commonwealth Government</b>		
Recreation	255	145
Other	18	–

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
Buildings	2,114	500
Recreation	6,451	1,719
Roads	2,179	2,058
Smart cities	80	158
Other	367	458
<b>Total non-recurrent capital grants</b>	<b>11,464</b>	<b>5,038</b>
<b>Total capital grants</b>	<b>15,119</b>	<b>6,995</b>

**(c) Unspent grants received on condition that they be spent in a specific manner:****Operating**

Balance at start of year	17,751	8,502
Adjustment due to changes in Australian Accounting Standards	–	2,179
Received during the financial year and remained unspent at balance date	–	11,769
Received in prior years and spent during the financial year	(17,751)	(4,699)
<b>Balance at year end</b>	<b>–</b>	<b>17,751</b>

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

In 2021, there were no unspent amounts relating to grants recognised as revenue during the year. All unspent grants had outstanding performance obligations and were therefore recognised as a liability under AASB 1058.

## 3.5 Contributions

**Monetary contributions**

Monetary	9,171	14,737
<b>Total monetary contributions</b>	<b>9,171</b>	<b>14,737</b>

**Non-monetary contributions**

Non-monetary	75,544	39,982
<b>Total non-monetary contributions</b>	<b>75,544</b>	<b>39,982</b>

**Total contributions**

	<b>84,715</b>	<b>54,719</b>
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Contributions of non monetary assets were received in relation to the following asset classes.

Land ^	3,482	2,329
Roads #	24,593	14,711
Artworks	534	193
Drainage #	38,000	17,192
Footpaths #	4,915	3,238
Land under roads ^	3,738	2,227
Recreation, leisure and community #	282	92
<b>Total non-monetary contributions</b>	<b>75,544</b>	<b>39,982</b>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 3. Funding for the delivery of our services (continued)

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- (#) Council recognised non-monetary contributions of a number of infrastructure assets totalling \$6.341million (2019/20 \$4.890million) that had been transferred to Council relating to previous reporting periods. Council recognises there has been an understatement in prior year totals, but has made the assessment that due to the value being immaterial this does not warrant adjusting prior year comparative figures and current year opening balances (refer also Note 6.1).
- (^\*) Land and Land Under Roads values have been adjusted for Fair Value Adjustments \$0.047m (2019/20 \$0.531m) applied in connection to assets contributed through the Ballarat West Developer Contribution Plan (DCP). Land assets are contributed at agreed values under the DCP, and fair value adjustments are applied to the assets to reflect a fair market value of the assets to Council. Adjustments are made in the same year that ownership of the asset is transferred to Council. (Refer Note 6.1)

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
<b>3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		
<b>Property, infrastructure, plant and equipment</b>		
Proceeds of sale	1,322	2,566
Written down value of assets disposed	(1,442)	(5,247)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(120)</b>	<b>(2,681)</b>
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(120)</b>	<b>(2,681)</b>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

## 3.7 Other income

Interest	700	1,591
Property rentals	1,135	1,448
Reimbursements	379	1,431
Asset revaluation increment offset <sup>*</sup>	–	1,578
Other <sup>^</sup>	31	892
<b>Total other income</b>	<b>2,245</b>	<b>6,940</b>

Interest is recognised as it is earned.

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.

(<sup>\*</sup>) The 2020 Asset revaluation increment offset represents a recoupment of an asset revaluation reserve deficit from prior financial years. (Refer Note 6.1 and Note 9.1).

(<sup>^</sup>) Other income in 2019/20 is inclusive of the unwinding of a provision for overpaid Commonwealth grant funding connected to services no longer provided by Council. Council reached an agreement with the funding body to repay \$0.116m out of Council's provision of \$1.000m.



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 4. The cost of delivering services

	2021 \$ '000	2020 \$ '000
<b>4.1 Employee costs</b>		
<b>(a) Employee costs</b>		
Wages and salaries	56,988	55,672
WorkCover	700	1,455
Casual staff	2,761	3,097
Superannuation	5,431	5,330
Fringe benefits tax	71	193
Other overheads and related costs	831	876
<b>Total employee costs</b>	<b>66,782</b>	<b>66,623</b>
<b>(b) Superannuation</b>		
Council made contributions to the following funds:		
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	416	444
	<b>416</b>	<b>444</b>
Employer contributions payable at reporting date	-	-
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,628	2,767
Employer contributions - other funds	2,376	2,124
	<b>5,004</b>	<b>4,891</b>
Employer contributions payable at reporting date	-	-
Refer to Note 9.3. for further information relating to Council's superannuation obligations.		

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
<b>4.2 Materials and services</b>		
Building maintenance	2,154	2,041
General maintenance	7,017	4,253
Utilities	7,697	7,271
Office administration	8,627	5,508
Information technology	2,622	2,468
Insurance	1,752	1,542
Consultants	664	538
Contract payments		
- Active ageing	1,301	1,501
- Communications and marketing	266	1,200
- Development and planning	1,637	989
- Economic partnerships	868	1,343
- Engaged communities	820	831
- Environmental services	12,610	11,475
- Events and the arts	2,375	1,764
- Family and children's services	786	1,270
- Governance and corporate services	444	-
- Information services	550	679
- Parks and gardens	6,023	6,756
- Property and facilities management	1,314	2,220
- Recreation	578	-
- Regulatory services	262	820
- Road maintenance	1,731	2,714
Repayment of grant funds *	4,256	-
Other	2,579	5,666
<b>Total materials and services</b>	<b>68,933</b>	<b>62,849</b>

(\*) Repayment of grant funding received in June 2019 from Department of Jobs, Precincts and Regions for the Central Highlands Regional Transformation Program following withdrawal from the project.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
<b>4.3 Depreciation</b>		
<b>Property</b>		
Land improvements	27	24
Heritage buildings	1,176	1,148
Buildings - non specialised	3,830	3,800
Building improvements	297	168
<b>Total depreciation - property</b>	<b>5,330</b>	<b>5,140</b>
<b>Plant and equipment</b>		
Plant machinery and equipment	2,872	2,814
Fixtures fittings and furniture	184	199
Computers and telecomms	1,308	1,196
Library books	403	407
<b>Total depreciation - plant and equipment</b>	<b>4,767</b>	<b>4,616</b>
<b>Infrastructure</b>		
Roads	17,515	17,556
Bridges	773	764
Footpaths and cycleways	2,289	2,273
Drainage	3,785	3,834
Recreational, leisure and community	2,938	3,009
Waste management	591	591
Parks open spaces and streetscapes	56	7
Off street car parks	186	184
Other infrastructure	1,983	1,954
<b>Total depreciation - infrastructure</b>	<b>30,116</b>	<b>30,172</b>
<b>Total depreciation</b>	<b>40,213</b>	<b>39,928</b>

Refer to note 5.2(c), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

## 4.4 Amortisation - Intangible assets

Landfill	588	588
<b>Total Amortisation - Intangible assets</b>	<b>588</b>	<b>588</b>

## 4.5 Amortisation - Right of use assets

Property	651	454
Plant & equipment	764	765
<b>Total Amortisation - Right of use assets</b>	<b>1,415</b>	<b>1,219</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
<b>4.6 Bad and doubtful debts</b>		
Parking fine debtors	419	304
Other debtors	51	145
Animal control	93	118
<b>Total bad and doubtful debts</b>	<b>563</b>	<b>567</b>
<b>Movement in provisions for doubtful debts</b>		
Balance at the beginning of the year	(1,997)	(1,756)
New provisions recognised during the year	(225)	(567)
Amounts already provided for and written off as uncollectible	52	326
<b>Balance at end of year</b>	<b>(2,170)</b>	<b>(1,997)</b>

Provision for doubtful debt is recognised based on an expected credit loss model.

This model considers both historic and forward looking information in determining the level of impairment. Bad debts are written off when identified.

## 4.7 Borrowing costs

Interest - Borrowings	1,776	1,860
<b>Total borrowing costs</b>	<b>1,776</b>	<b>1,860</b>

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.

## 4.8 Finance Costs - Leases

Interest - Lease Liabilities	81	84
<b>Total finance costs</b>	<b>81</b>	<b>84</b>

**Finance costs - Lease liabilities**



## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
<b>4.9 Other expenses</b>		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	101	95
Auditors' remuneration - Internal	163	126
Councillors' allowances	373	382
Operating leases	12	424
Asset revaluation decrement expense *	-	78
Landfill rehabilitation provision #	(1,369)	1,495
Election Expenses	490	-
Other	10	15
<b>Total other expenses</b>	<b>(220)</b>	<b>2,615</b>

(#) The landfill rehabilitation provision has decreased primarily due to the compounding effect of lower aftercare costs such as monitoring and analytical reports. This is based on more recent costings informing the calculation.

(\*) The 2020 Asset revaluation decrement expense represents the decrease in the value of Council assets in excess of the asset revaluation reserve balances for the following asset classes: Waste \$0.078m (2018/19: Recreation, leisure and community \$0.325m (Refer Note 9.1)).

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position

	Notes	2021 \$ '000	2020 \$ '000
<b>5.1 Financial assets</b>			
<b>(a) Cash and cash equivalents</b>			
<b>Current</b>			
Cash on hand		12	12
Cash at bank		5,592	31,501
Term deposits		–	8,989
<b>Total current cash and cash equivalents</b>		<b>5,604</b>	<b>40,502</b>
<b>(b) Other financial assets</b>			
<b>Current</b>			
Term deposits		138,022	81,300
Shares in other companies		2	2
<b>Total current other financial assets</b>		<b>138,024</b>	<b>81,302</b>
<b>Total current financial assets</b>		<b>143,628</b>	<b>121,804</b>
<b>External restrictions</b>			
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits	5.3	14,138	10,688
<b>Total restricted funds</b>		<b>14,138</b>	<b>10,688</b>
<b>Total unrestricted cash and cash equivalents</b>		<b>(8,534)</b>	<b>29,814</b>

While it is noted that the total unrestricted cash and cash equivalents indicator shows a deficit as at 30 June 2021, Council has additional cash reserves held as term deposits disclosed in Other financial assets. As at 30 June 2021, Council had additional cash held in term deposits with maturities between 90 and 365 days totalling \$138.022m (2019/20: \$81.300m). Council has sufficient funds to meet obligations concerning its externally restricted holdings.

**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	60,393	54,658
Reserve funds	19,002	10,615
<b>Total funds subject to intended allocations</b>	<b>79,395</b>	<b>65,273</b>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
<b>(c) Trade &amp; Other Receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	5,677	6,392
Infringement debtors - Parking	3,691	3,597
Infringement debtors - Other	1,762	1,654
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	–	1
Government grants	1,908	37
Other debtors	3,201	2,917
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - other debtors	(359)	(374)
Provision for doubtful debts - parking infringements	(971)	(843)
Provision for doubtful debts - other infringements	(840)	(779)
<b>Total current trade and other receivables</b>	<b>14,069</b>	<b>12,602</b>
<b>Total trade and other receivables</b>	<b>14,069</b>	<b>12,602</b>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

**(d) Ageing of receivables**

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	4,694	1,769
Past due by up to 30 days	115	733
Past due between 31 and 180 days	56	315
Past due between 181 and 365 days	66	69
Past due by more than 1 year	178	69
<b>Total trade and other receivables</b>	<b>5,109</b>	<b>2,955</b>

**(e) Ageing of individually impaired receivables**

At balance date, other debtors representing financial assets with a nominal value of \$1.972m (2020: \$2.817m) were impaired. The amount of the provision raised against these debtors was \$359,000 (2020: \$1.099m). 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)	152	–
Past due by up to 30 days	41	83
Past due between 31 and 180 days	17	258

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
Past due between 181 and 365 days	40	95
Past due by more than 1 year	109	663
<b>Total trade and other receivables</b>	<b>359</b>	<b>1,099</b>



## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
<b>5.2 Non-financial assets</b>		
<b>(a) Inventories</b>		
<b>Current</b>		
Inventories held for distribution	301	211
Inventories held for sale	155	138
<b>Total current inventories</b>	<b>456</b>	<b>349</b>
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value.		
<b>(b) Other assets</b>		
<b>Current</b>		
Prepayments	1,220	940
Accrued income	87	247
<b>Total current other assets</b>	<b>1,307</b>	<b>1,187</b>
<b>(c) Intangible assets</b>		
Landfill air space	158	746
<b>Total intangible assets</b>	<b>158</b>	<b>746</b>
	<b>Landfill Air Space \$ '000</b>	<b>Total \$ '000</b>
<b>Gross Carrying Amount</b>		
Balance at 1 July 2020	1,763	1,763
Additions from internal developments	–	–
Other additions	–	–
<b>Balance at 1 July 2021</b>	<b>1,763</b>	<b>1,763</b>
<b>Accumulated amortisation and impairment</b>		
Balance at 1 July 2020	1,017	1,017
Amortisation expense	588	588
<b>Balance at 1 July 2021</b>	<b>1,605</b>	<b>1,605</b>
<b>Net book value at 30 June 2020</b>	<b>746</b>	<b>746</b>
<b>Net book value at 30 June 2021</b>	<b>158</b>	<b>158</b>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
<b>5.3 Payables</b>		
<b>(a) Trade and other payables</b>		
<b>Current</b>		
Trade payables	10,996	5,195
Accrued loan expenses	109	130
Wages payable	1,466	2,873
<b>Total current trade and other payables</b>	<b>12,571</b>	<b>8,198</b>
<b>(b) Trust funds and deposits</b>		
<b>Current</b>		
Fire services property levy	1,738	1,950
Majestix deposits and trust funds	828	408
Art Gallery deposits and trust funds	169	198
Contract retentions and securities	64	56
Subdivision holding fees	6,930	3,605
Eureka Centre trust fund	38	38
Other deposits and trusts	4,371	4,433
<b>Total current trust funds and deposits</b>	<b>14,138</b>	<b>10,688</b>
<b>(c) Unearned income</b>		
<b>Current</b>		
<b>Grants received in advance:</b>		
Grants received in advance - operating	1,935	1,271
Grants received in advance - capital	23,916	9,547
<b>Total grants received in advance</b>	<b>25,851</b>	<b>10,818</b>
<b>User fees received in advance:</b>		
Other	227	73
<b>Total user fees received in advance</b>	<b>227</b>	<b>73</b>
<b>Total unearned income</b>	<b>26,078</b>	<b>10,891</b>

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. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

**Purpose and nature of items**

**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 & Holding Fees** - 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.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
<b>5.4 Interest-bearing liabilities</b>		
<b>Current</b>		
Borrowings - secured	4,481	5,206
	<u>4,481</u>	<u>5,206</u>
<b>Non-current</b>		
Borrowings - secured	35,739	40,220
	<u>35,739</u>	<u>40,220</u>
<b>Total</b>	<u>40,220</u>	<u>45,426</u>

All borrowings of the City of Ballarat are secured against the rate income of Council.

**a) The maturity profile for Council's borrowings is:**

Not later than one year	4,481	5,206
Later than one year and not later than five years	33,427	13,491
Later than five years	2,312	26,729
	<u>40,220</u>	<u>45,426</u>

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.

	Employee provisions \$ '000	Landfill restoration \$ '000	Other \$ '000	Total \$ '000
<b>2021</b>				
Balance at the beginning of the financial year	16,922	10,366	–	27,288
Additional provisions	5,901	383	–	6,284
Amounts used	(5,356)	–	–	(5,356)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(125)	(1,753)	–	(1,878)
<b>Balance at the end of the financial year</b>	<u>17,342</u>	<u>8,996</u>	<u>–</u>	<u>26,338</u>
<b>2020</b>				
Balance at the beginning of the financial year	15,896	8,895	1,000	25,791
Additional provisions	6,637	–	–	6,637
Amounts used	(5,551)	(56)	(1,000)	(6,607)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(60)	1,527	–	1,467
<b>Balance at the end of the financial year</b>	<u>16,922</u>	<u>10,366</u>	<u>–</u>	<u>27,288</u>

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	4,253	4,083
Long service leave	1,154	1,110
Other	100	261
	5,507	5,454
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	1,690	1,532
Long service leave	8,458	8,437
	10,148	9,969
<b>Total current employee provisions</b>	<b>15,655</b>	<b>15,423</b>
<b>Non-Current</b>		
Long service leave	1,687	1,501
<b>Total Non-Current Employee Provisions</b>	<b>1,687</b>	<b>1,501</b>
Aggregate Carrying Amount of Employee Provisions:		
Current	15,655	15,423
Non-current	1,687	1,501
<b>Total Aggregate Carrying Amount of Employee Provisions</b>	<b>17,342</b>	<b>16,924</b>

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 the 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 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.

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. Non-current LSL liability is measured at present value.

## Key assumptions:

Weighted average increase in employee costs	2.95%	5.14%
Weighted average discount rates	1.49%	3.25%
Weighted average settlement period - years	7	7



## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
<b>(b) Landfill restoration</b>		
<b>Current</b>		
Current	80	137
<b>Total current</b>	<b>80</b>	<b>137</b>
<b>Non-current</b>		
Non-current	8,916	10,228
<b>Total non-current</b>	<b>8,916</b>	<b>10,228</b>

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 present value of the expected cost of works to be undertaken. 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.

The following assumptions were adopted in measuring the present value of landfill restoration costs:

Key assumptions:

Weighted average discount rates	1.33%	1.32%
Weighted average rehabilitation costs (per sqm) - \$	42.00	41.00
Council's obligated restoration period from cell closure - years	30	30

## 5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

Bank overdraft	1,000	1,000
Credit card facilities	5,000	5,100
Leasing facilities	50	848
<b>Total Facilities</b>	<b>6,050</b>	<b>6,948</b>
Used facilities	93	1,165
<b>Used facilities</b>	<b>93</b>	<b>1,165</b>
<b>Unused facilities</b>	<b>5,957</b>	<b>5,783</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>5.7 Commitments</b>					
The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.					
<b>2021</b>					
<b>Operating</b>					
Waste Operations	–	–	–	–	–
Administration and consultancy	244	25	54	–	323
Cleaning Services	264	15	–	–	279
<b>Total</b>	<b>508</b>	<b>40</b>	<b>54</b>	<b>–</b>	<b>602</b>
<b>Capital</b>					
Bridges	–	–	–	–	–
Buildings	625	–	–	–	625
Building improvements	–	–	–	–	–
Plant and Equipment	–	–	–	–	–
Recreation, leisure and community	5,814	–	–	–	5,814
Roads	905	–	–	–	905
Landfill	1,714	–	–	–	1,714
<b>Total</b>	<b>9,058</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>9,058</b>
<b>2020</b>					
<b>Operating</b>					
Waste Operations	412	–	–	–	412
Administration and consultancy	45	20	–	–	65
Cleaning Services	1,347	1,011	928	–	3,286
<b>Total</b>	<b>1,804</b>	<b>1,031</b>	<b>928</b>	<b>–</b>	<b>3,763</b>
<b>Capital</b>					
Bridges	2,653	–	–	–	2,653
Buildings	612	–	–	–	612
Building improvements	358	–	–	–	358
Plant and Equipment	374	–	–	–	374
Recreation, leisure and community	1,320	–	–	–	1,320
Roads	1,850	–	–	–	1,850
Landfill	–	–	–	–	–
<b>Total</b>	<b>7,167</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>7,167</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 5. Our financial position (continued)

#### 5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 5. Our financial position (continued)

## (a) Right-of-Use Assets

	Property \$ '000	Plant & Equipment \$ '000	Total \$ '000
<b>2021</b>			
Balance at 1 July	2,022	812	2,834
Additions	259	–	259
Amortisation charge	(651)	(765)	(1,416)
Cessations	–	–	–
<b>Balance at 30 June</b>	<b>1,630</b>	<b>48</b>	<b>1,678</b>
<b>2020</b>			
Balance at 1 July	1,004	1,577	2,581
Additions	2,104	–	2,104
Amortisation charge	(454)	(765)	(1,219)
Cessations	(632)	–	(632)
<b>Balance at 30 June</b>	<b>2,022</b>	<b>812</b>	<b>2,834</b>
		<b>2021</b>	<b>2020</b>
		<b>\$ '000</b>	<b>\$ '000</b>

## (b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	512	1,411
One to five years	1,222	1,718
<b>Total undiscounted lease liabilities as at 30 June:</b>	<b>1,734</b>	<b>3,129</b>

## Lease liabilities included in the Balance Sheet at 30 June:

Current	457	1,302
Non-current	1,153	1,591
<b>Total lease liabilities</b>	<b>1,610</b>	<b>2,893</b>

## Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

## Expenses relating to:

Short-term leases	84	301
Leases of low value assets	106	152
<b>Total</b>	<b>190</b>	<b>453</b>

Variable lease payments (not included in measurement of lease liabilities)

17 309

## Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Within one year	21	13
Later than one year but not later than five years	64	–
<b>Total lease commitments</b>	<b>85</b>	<b>13</b>



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 6. Assets we manage

#### 6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	At Fair Value 30 June 2020 \$ '000	Additions \$ '000	Contri- butions \$ '000	Revaluation \$ '000	Depreciation \$ '000	Disposal \$ '000	Write-off \$ '000	Transfers \$ '000	Found Assets \$ '000	At Fair Value 30 June 2021 \$ '000
Property	513,498	6,480	7,220	94,407	(5,330)	(44)	—	2,564	—	618,795
Plant and equipment	117,033	5,147	534	—	(4,767)	(1,160)	—	414	—	117,201
Infrastructure	1,216,833	23,404	67,790	(20,828)	(30,116)	(238)	—	2,533	3,632	1,263,010
Work in progress	7,142	22,082	—	—	—	—	(21)	(5,511)	—	23,692
<b>Total</b>	<b>1,854,506</b>	<b>57,113</b>	<b>75,544</b>	<b>73,579</b>	<b>(40,213)</b>	<b>(1,442)</b>	<b>(21)</b>	<b>—</b>	<b>3,632</b>	<b>2,022,698</b>

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	3,614	13,043	(21)	(2,397)	14,239
Plant and equipment	428	59	—	(428)	59
Infrastructure	3,100	8,980	—	(2,686)	9,394
<b>Total</b>	<b>7,142</b>	<b>22,082</b>	<b>(21)</b>	<b>(5,511)</b>	<b>23,692</b>

## Notes to the Financial Statements for the year ended 30 June 2021

### Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Land improve- ments \$ '000	Total land and land improve- ments \$ '000	Heritage buildings \$ '000	Buildings non specialised \$ '000	Building improve- ments \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
At fair value 1 July 2020	13,169	296,421	3,088	312,678	46,235	151,719	11,896	209,850	3,614	526,142
Accumulated depreciation at 1 July 2020	—	—	(24)	(24)	(1,917)	(6,869)	(220)	(9,006)	—	(9,030)
Carrying value - 1 July 2020	13,169	296,421	3,064	312,654	44,318	144,850	11,676	200,844	3,614	517,112
<b>Movements in fair value</b>										
Additions	—	835	405	1,240	539	—	4,701	5,240	13,043	19,523
Contributions	3,738	3,482	—	7,220	—	—	—	—	—	7,220
Revaluation	—	71,659	—	71,659	5,019	16,405	1,324	22,748	—	94,407
Disposal	—	(44)	—	(44)	—	—	—	—	—	(44)
Write-off	—	—	—	—	—	—	—	—	(21)	(21)
Transfers	—	—	—	—	—	13,220	(10,656)	2,564	(2,397)	167
Total movements in fair value	3,738	75,932	405	80,075	5,558	29,625	(4,631)	30,552	10,625	121,252
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	—	—	(27)	(27)	(1,176)	(3,533)	(594)	(5,303)	—	(5,330)
Transfers	—	—	—	—	—	(517)	517	—	—	—
Total movements in accumulated depreciation	—	—	(27)	(27)	(1,176)	(4,050)	(77)	(5,303)	—	(5,330)
At fair value 30 June 2021	16,906	372,353	3,493	392,752	51,793	181,344	7,265	240,402	14,239	647,393
Accumulated depreciation at 30 June 2021	—	—	(51)	(51)	(3,092)	(11,216)	—	(14,308)	—	(14,359)
Carrying value - 30 June 2021	16,906	372,353	3,442	392,701	48,701	170,128	7,265	226,094	14,239	633,034

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Library books \$ '000	Art works and heritage collections \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
At fair value 1 July 2020	31,274	3,379	14,063	8,059	95,368	152,143	428	152,571
Accumulated depreciation at 1 July 2020	(16,968)	(1,839)	(10,524)	(5,779)	—	(35,110)	—	(35,110)
Carrying value - 1 July 2020	14,306	1,540	3,539	2,280	95,368	117,033	428	117,461
<b>Movements in fair value</b>								
Additions	3,733	65	848	365	136	5,147	59	5,206
Contributions	—	—	—	—	534	534	—	534
Disposal	(1,958)	(2)	(1,370)	—	—	(3,330)	—	(3,330)
Transfers	415	—	—	—	—	415	(428)	(13)
Total movements in fair value	2,190	63	(522)	365	670	2,766	(369)	2,397
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	(2,872)	(184)	(1,308)	(403)	—	(4,767)	—	(4,767)
Accumulated depreciation of disposals	1,693	2	474	—	—	2,169	—	2,169
Total movements in accumulated depreciation	(1,179)	(182)	(834)	(403)	—	(2,598)	—	(2,598)
At fair value 30 June 2021	33,464	3,442	13,541	8,424	96,038	154,909	59	154,968
Accumulated depreciation at 30 June 2021	(18,147)	(2,021)	(11,358)	(6,182)	—	(37,708)	—	(37,708)
Carrying value - 30 June 2021	15,317	1,421	2,183	2,242	96,038	117,201	59	117,260

Notes to the Financial Statements

for the year ended 30 June 2021

Note 6. Assets we manage

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recrea- tional, leisure and commu- nity \$ '000	Waste manage- ment \$ '000	Parks open spaces and streets- capes \$ '000	Off street car parks \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total infra- structure \$ '000
At fair value 1 July 2020	662,059	49,437	83,657	353,155	43,612	3,548	4,219	8,519	39,269	1,247,475	3,100	1,250,575
Accumulated depreciation at 1 July 2020	(17,556)	(764)	(2,273)	(3,834)	(2,888)	(1,182)	(7)	(184)	(1,954)	(30,642)	—	(30,642)
Carrying value - 1 July 2020	644,503	48,673	81,384	349,321	40,724	2,366	4,212	8,335	37,315	1,216,833	3,100	1,219,933
<b>Movements in fair value</b>												
Additions	14,533	2,803	1,476	791	1,444	—	544	189	1,624	23,404	8,980	32,384
Contributions	24,593	—	4,915	38,000	282	—	—	—	—	67,790	—	67,790
Revaluation	1,395	1,220	(5,490)	(41,297)	(2,168)	—	—	(743)	(3,111)	(50,194)	—	(50,194)
Disposal	—	—	—	—	(434)	—	—	—	—	(434)	—	(434)
Transfers	—	272	—	—	643	—	82	—	1,537	2,534	(2,686)	(152)
Found assets	2,870	—	67	648	11	—	—	—	36	3,632	—	3,632
Total movements in fair value	43,391	4,295	968	(1,858)	(222)	—	626	(554)	86	46,732	6,294	53,026
<b>Movements in accumulated depreciation</b>												
Depreciation and amortisation	(17,515)	(773)	(2,289)	(3,785)	(2,938)	(591)	(56)	(186)	(1,983)	(30,116)	—	(30,116)
Accumulated depreciation of disposals	—	—	—	—	196	—	—	—	—	196	—	196
Revaluation	17,556	764	2,273	3,834	2,801	—	—	184	1,954	29,366	—	29,366
Total movements in accumulated depreciation	41	(9)	(16)	49	59	(591)	(56)	(2)	(29)	(554)	—	(554)
At fair value 30 June 2021	705,450	53,732	84,625	351,297	43,390	3,548	4,845	7,965	39,355	1,294,207	9,394	1,303,601
Accumulated depreciation at 30 June 2021	(17,515)	(773)	(2,289)	(3,785)	(2,829)	(1,774)	(63)	(186)	(1,983)	(31,197)	—	(31,197)
Carrying value - 30 June 2021	687,935	52,959	82,336	347,512	40,561	1,774	4,782	7,779	37,372	1,263,010	9,394	1,272,404

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 6. Assets we manage (continued)

#### 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 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.

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

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

#### Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$
<b>Land and land improvements</b>		
Land		5,000
Land improvements	40 years	5,000
<b>Buildings</b>		
Buildings	40 - 125 years	5,000
Building improvements	40 years	5,000
<b>Plant and Equipment</b>		
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
<b>Infrastructure</b>		
Road pavements and seals	10 - 80 years	5,000
Road formation and earthworks		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
<b>Intangible Assets</b>		
Landfill air-space	1 - 5 years	5,000
Right of use assets	1 - 10 years	10,000

#### 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, consistent with AASB 1051.

#### Depreciation and amortisation

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



## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage (continued)

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.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

*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.

*Valuation of land and buildings*

Valuation of land and buildings was undertaken in 2018 by a qualified independent valuer. 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.

An indexed based revaluation was conducted in the current year by independent valuer Opteon (Vic). This valuation was based on land and property valuation increases observed by Opteon since the last formal revaluation in 2018. This exercise suggested value increases of between 11.16% and 29.99% across its different property categories for the period, and values were indexed accordingly. Council notes that due to COVID-19 there is significant uncertainty within the market. A full revaluation of these assets will be conducted in 2021/22.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 2021 \$ '000	Level 2 2021 \$ '000	Level 3 2021 \$ '000	Date of valuation
Land	–	–	372,353	30/06/18
Specialised land	–	–	16,906	30/06/18
Land improvements	–	–	3,442	30/06/18
Heritage buildings	–	–	48,701	30/06/18
Buildings	–	–	170,128	30/06/18
Building improvements	–	7,265	–	30/06/18
<b>Total</b>	–	<b>7,265</b>	<b>611,530</b>	

*Valuation of Infrastructure*

An indexed based revaluation of Heritage assets, public furniture and recreation assets was conducted in the current year, this valuation was based on the ABS Building Construction index. In addition, unit rates have been updated for other asset classes not subject to revaluation.

Drainage and bridges have been revalued by external consultants Pitt and Sherry.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 6. Assets we manage (continued)

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

	Level 1 2021 \$ '000	Level 2 2021 \$ '000	Level 3 2021 \$ '000	Date of valuation
Roads	–	–	687,935	01/07/19
Bridges	–	–	52,959	31/03/21
Footpaths and cycleways	–	–	82,336	01/07/19
Drainage	–	–	347,512	31/03/21
Recreational, leisure & community facilities	–	–	40,561	01/07/19
Waste management	–	–	1,774	01/07/19
Parks, open space & streetscapes	–	–	4,782	01/07/19
Off street car parks	–	–	7,779	01/07/19
Other Infrastructure	–	–	37,372	01/07/19
<b>Total</b>	–	–	<b>1,263,010</b>	

**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 \$0.16 and \$929 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 cost is calculated on a square metre basis and ranges from \$100 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary up to 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 1 year to 192 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.

**Reconciliation of specialised land**

	2021 \$ '000	2020 \$ '000
Land under roads	16,906	13,169
<b>Total specialised land</b>	<b>16,906</b>	<b>13,169</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 7. People and relationships

## 7.1 Council and key management remuneration

## (a) Related Parties

*Parent entity*  
Ballarat City Council

*Subsidiaries and Associates*  
Nil

## (b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

**Councillors** Daniel Moloney (Mayor from 11/11/2020)  
Ben Taylor (Mayor to 24/10/2020)  
Amy Johnson  
Belinda Coates  
Des Hudson  
Grant Tillett (to 24/10/2020)  
Jim Rinaldi (to 24/10/2020)  
Mark Harris  
Peter Eddy (from 11/11/2020)  
Samantha McIntosh  
Tracey Hargreaves (from 11/11/2020)

	2021 No.	2020 No.
<b>Total Number of Councillors</b>	11	9
<b>Other Key Management Personnel</b>		
Evan King	Chief Executive Officer	15/2/2021 - 30/6/2021
Janet Dore	Interim Chief Executive Officer	1/7/2020 - 14/2/2021
Angelique Lush	Director Development and Planning	1/7/2020 - 31/7/2020
Cameron Gray	Director Policy and Innovation	1/7/2020 - 31/7/2020
Glenn Kallio	Director Business Services	1/07/2020
Neville Ivey	Director Community Development	1/7/2020 - 4/9/2020
Terry Demeo	Director Infrastructure and Environment	1/07/2020
Sean Portelli	Director Corporate Services	1/7/2020 - 1/4/2021
Bridget Wetherall	Director Infrastructure and Environment	19/10/2020 - 30/6/2021
Matt Wilson	Director Community Wellbeing	19/10/2020 - 30/6/2021
Natalie Robertson	Director Development and Growth	6/8/2020 - 30/6/2021
Darren Sadler	Acting Director Infrastructure and Environment	1/7/2020 - 16/10/2020
James Guy	Acting Director Development and Growth	3/8/2020 - 5/8/2020
Peter Appleton	Acting Director Community Wellbeing	7/9/2020 - 16/10/2020
Stephen Bigarelli	Acting Director Corporate Services	1/4/2021 - 30/6/2021
<b>Total Other Key Management Personnel</b>	15	17
<b>Total Number of Key Management Personnel</b>	26	26

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 7. People and relationships (continued)

	2021 \$ '000	2020 \$ '000
<b>(c) Remuneration of Key Management Personnel</b>		
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,705	1,816
Long-term benefits	22	12
Post employment benefits	132	182
Termination benefits	1,413	279
<b>Total</b>	<b>3,272</b>	<b>2,289</b>

	2021 No.	2020 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
<\$30,000	5	1
\$30,000 - \$39,999	5	7
\$40,000 - \$49,999	2	-
\$50,000 - \$59,999	1	1
\$80,000 - \$89,999	1	1
\$90,000 - \$99,999	1	-
\$120,000 - \$129,999	2	-
\$150,000 - \$159,999	1	-
\$160,000 - \$169,999	1	-
\$190,000 - \$199,999	1	-
\$220,000 - \$229,999	1	-
\$230,000 - \$239,999	-	1
\$250,000 - \$259,999	-	3
\$260,000 - \$269,999	2	1
\$340,000 - \$349,999	1	-
\$400,000 - \$409,999	1	-
\$440,000 - \$449,999	1	-
\$630,000 - \$639,999	-	1
	<b>26</b>	<b>16</b>

(\*) In 2020, remuneration of Senior Officers acting in KMP positions was reported under Senior Officer remuneration. In 2021, this was apportioned for the period acting as a KMP.

**(d) Senior Officer Remuneration**

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

	2021 No.	2020 No.
Income Range:		
<\$150,000	6	-

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 7. People and relationships (continued)

	2021 No.	2020 No.
\$150,000 - \$159,999	5	10
\$160,000 - \$169,999	2	2
\$170,000 - \$179,999	7	4
\$180,000 - \$189,999	3	4
\$190,000 - \$199,999	2	1
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	1	2
\$360,000 - \$369,999	1	-
	28	23

	2021 \$ '000	2020 \$ '000
Total Remuneration for the reporting year for Senior Officers included above amounted to: <sup>^</sup>	4,602	3,911

(<sup>^</sup>) Remuneration includes ordinary pay, termination payments, superannuation and leave.



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 7. People and relationships (continued)

	2021 \$ '000	2020 \$ '000
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#### 7.2 Related party disclosure

##### (a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

Remuneration	53	32
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Remuneration is inclusive of payments of salaries and wages made to related parties of Senior Officers acting in Key Management Personnel positions. These related party payments are only recognised when paid during official periods of responsibility. Salaries and wages are paid in accordance with Council's adopted employment terms and conditions.

##### (b) Outstanding balances with related parties

No material transactions with outstanding balances to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2021.

##### (c) Loans to/from related parties

No loans to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2021.

##### (d) Commitments to/from related parties

No material commitments to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2021.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 8. Managing uncertainties

	2021	2020
	\$ '000	\$ '000

## 8.1 Contingent assets and liabilities

## (a) Contingent assets

## Operating lease receivables

Council has entered into property leases consisting of surplus freehold office complexes and other land and buildings. 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, estimated at 1.01% for the purposes of this disclosure.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	926	1,524
Later than one year and not later than five years	2,436	6,095
Later than five years	8,835	9,142
	12,197	16,761

## (b) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

## 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 below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

## Future superannuation contributions

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 are \$405,000.

## Legal matters

Council is currently involved in confidential legal matters which are being conducted through Council's solicitors. As these matters are yet to be finalised, and any financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

## Combustible building cladding

Prior to 2011, Council endorsed a wide range of building permits across the municipality that may have contained combustible cladding. Due to the potential risks linked to these materials, Council may be exposed to future legal action in connection to the permits it endorsed. Council have identified a small number of buildings that fall within the scope of the Statewide Building Audit, and have advised the VBA as appropriate. A full review of all Council issued permits prior to 2011 has not been completed, so the extent of any future liability to Council is currently unknown.

## Liability Mutual Insurance

Council was a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provided public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant, to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Managing uncertainties (continued)

#### (c) Guarantees for loans to other entities

##### 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.

### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

### 8.3 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 notes 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 Council financial instruments will fluctuate because of changes in market prices. The Council's exposure 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. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council 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 rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

#### (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 has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Managing uncertainties (continued)

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

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 provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

#### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), 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 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

#### (e) 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 + 0.25% and - 0.25% in market interest rates (AUD) from year-end rates of 0.27-0.39%.

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.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Managing uncertainties (continued)

#### 8.4 Fair value measurement

##### *Fair Value Hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, instead Council's financial assets and liabilities are measured at amortised cost.

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.

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.

##### *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, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

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 of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 5 years. The valuation is performed either by experienced council officers or independent experts.

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.

##### *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.

##### *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 of disposal 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.



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 8. Managing uncertainties (continued)

#### 8.5 Events occurring after balance date

##### COVID-19

The uncertainty of the COVID-19 pandemic continues to affect the City of Ballarat, as well as all of Australia after 30 June, 2021. Council had commenced activities associated with facility reactivation across parts of its business that had been temporarily shut down after easing of restrictions imposed upon our community by the State Government.

Continuing outbreaks, most prevalent in metropolitan areas of Victoria, have resulted in the periodic reinstatement of Stage 3 and 4 level restrictions in Victoria, along with border closures between Victoria and other States.

When in place, restrictions have forced the temporary closure of many Council facilities and Council continues to provide support to its community by way of:

- Relief and restructure of payment terms to ratepayers upon application.
- Relief to lessees for commercial rent obligations upon application.
- Temporary reduction in creditor terms and weekly payments to suppliers.
- Suspension of membership charges to its facilities during periods of shut down.

Council continues to monitor the financial and non-financial impacts of the COVID-19 pandemic on its business, however, due to the significant ongoing uncertainties, it is difficult to estimate the full future economic impact. Council expects to see an ongoing impact on its:

- User fees and charges
- Outstanding debtor balances and collection rates
- Fixed asset valuations in subsequent financial reports
- Patronage and visitor numbers across its community facilities
- Ability to deliver selections of its programs, services and projects

The health, safety and wellbeing of Council staff and the community remain its number one priority. Council continues to work closely with the State and Federal Government departments, and other Health experts, to help protect our community at this time. To ensure the safety of our community, Council continue with:

- Ongoing activation of our Response and Recovery Taskforce
- Workforce remaining in remote work environments and limited customer facing activities
- Changes and increases in required Personal Protective Equipment for our staff
- Changes to the delivery of our services and programs to best protect and serve our community

All known measurable effects of the restrictions during 2020/21 are reflected in the 30 June 2021 balances, and due to significant uncertainty regarding future impact, Council sees no cause to restate any reportable figures in the 2021 financial statements.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Share of incr. (decr) on revaluation of the asset class by an associate \$ '000	Balance at end of reporting period \$ '000
<b>9.1 Reserves</b>				
<b>(a) Asset revaluation reserves</b>				
<b>2021</b>				
<b>Property</b>				
Land - non specialised	237,973	71,659	–	309,632
Heritage buildings	9,501	5,019	–	14,520
Buildings	14,273	17,729	–	32,002
	<b>261,747</b>	<b>94,407</b>	<b>–</b>	<b>356,154</b>
<b>Plant and equipment</b>				
Plant machinery and equipment	1,937	–	–	1,937
Art works and heritage collections	58,015	–	–	58,015
	<b>59,952</b>	<b>–</b>	<b>–</b>	<b>59,952</b>
<b>Infrastructure</b>				
Roads	182,668	18,951	–	201,619
Bridges	30,147	1,984	–	32,131
Footpaths and cycleways	39,548	(3,217)	–	36,331
Drainage	90,690	(37,463)	–	53,227
Recreational, leisure and community facilities	–	633	–	633
Offstreet car parks	1,327	(559)	–	768
Other infrastructure	8,410	(1,157)	–	7,253
	<b>352,790</b>	<b>(20,828)</b>	<b>–</b>	<b>331,962</b>
<b>Total asset revaluation reserves</b>	<b>674,489</b>	<b>73,579</b>	<b>–</b>	<b>748,068</b>

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Share of incr. (decr) on revaluation of the asset class by an associate \$ '000	Balance at end of reporting period \$ '000
<b>2020</b>				
<b>Property</b>				
Land - non specialised	237,973	–	–	237,973
Heritage buildings	9,501	–	–	9,501
Buildings	14,273	–	–	14,273
	<b>261,747</b>	<b>–</b>	<b>–</b>	<b>261,747</b>
<b>Plant and equipment</b>				
Plant machinery and equipment	1,937	–	–	1,937
Art works and heritage collections	58,015	–	–	58,015
	<b>59,952</b>	<b>–</b>	<b>–</b>	<b>59,952</b>
<b>Infrastructure</b>				
Roads	112,408	70,260	–	182,668
Bridges	21,601	8,546	–	30,147
Footpaths and cycleways	20,890	18,658	–	39,548
Drainage	81,345	9,345	–	90,690
Offstreet car parks	453	874	–	1,327
Other infrastructure	6,308	2,102	–	8,410
	<b>243,005</b>	<b>109,785</b>	<b>–</b>	<b>352,790</b>
<b>Total asset revaluation reserves</b>	<b>564,704</b>	<b>109,785</b>	<b>–</b>	<b>674,489</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
<b>(b) Other reserves</b>				
<b>2021</b>				
Asset realisation reserve	3,380	800	(835)	3,345
Subdividers contributions	1,960	1,083	–	3,043
Developer contributions	5,275	7,637	(298)	12,614
<b>Total restricted reserves</b>	<b>10,615</b>	<b>9,520</b>	<b>(1,133)</b>	<b>19,002</b>
<b>Total Other reserves</b>	<b>10,615</b>	<b>9,520</b>	<b>(1,133)</b>	<b>19,002</b>
<b>2020</b>				
Asset realisation reserve	1,149	2,231	–	3,380
Plant and equipment	7,651	–	(7,651)	–
Subdividers contributions	829	1,131	–	1,960
Developer contributions	3,187	9,176	(7,088)	5,275

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
<b>Total restricted reserves</b>	12,816	12,538	(14,739)	10,615
Total Other reserves	12,816	12,538	(14,739)	10,615

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 9. Other matters (continued)

	2021 \$ '000	2020 \$ '000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	97,186	64,791
Depreciation/amortisation	42,216	41,735
Profit/(loss) on disposal of property, infrastructure, plant and equipment	120	2,681
Contributions - Non-monetary assets	(75,544)	(39,982)
Amounts disclosed in financing activities	1,857	1,944
Revaluation decrements of IPP&E direct to P&L	-	(1,500)
Movement in GST payment	-	4,258
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(1,467)	(381)
(Increase)/decrease in inventories	(107)	69
(Increase)/decrease in prepayments	(280)	-
Increase/(decrease) in accrued income	160	-
Increase/(decrease) in other assets	-	50
Increase/(decrease) in trade and other payables	4,373	1,197
Increase/(decrease) in provisions	(951)	(764)
(Decrease)/increase in other liabilities	3,450	-
Increase/(decrease) in Unearned income	15,187	4,331
<b>Net cash provided by/(used in) operating activities</b>	<b>86,200</b>	<b>78,429</b>



## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 9. Other matters (continued)

#### 9.3 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

Council makes both employer and employee contributions to The Fund's accumulation category, Vision MySuper/Vision Super Saver, on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

##### Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under 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 Employee Benefits.

##### 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.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.6% pa
- Salary information 2.5% pa for two years and 2.75% pa thereafter
- Price inflation (CPI) 2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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 2020 triennial 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation. .

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%

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 9. Other matters (continued)

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.

#### The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020 (Triennial)	2019 (Interim)
	\$m	\$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

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 2020.

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 as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

#### The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

#### Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of scheme	Rate	2021 \$ '000	2020 \$ '000
Vision Super	Defined Benefit	9.5%	416	444
Vision Super	Accumulation	9.5%	2,628	2,767
Other funds	Accumulation	9.5%	2,376	2,124

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$405,000.

## Notes to the Financial Statements

for the year ended 30 June 2021

### Note 10. Changes in accounting policies

#### 10.1 Changes in accounting policies due to adoption of new accounting standards – not retrospective

##### i) Impact of adoption of new accounting standards

##### **AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)**

Council has adopted AASB 1059 Service Concession Arrangements: Grantors from 1 July 2020.

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in *AASB 13 Fair Value Measurement*. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with *AASB 116 Property, Plant and Equipment* or *AASB 138 Intangible Assets*, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

##### **AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)**

Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020.

The Standard principally amends *AASB 101 Presentation of Financial Statements* and *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

##### **AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)**

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020.

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

### Note 11. Errors and changes in accounting estimates

#### 11.1 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 2021 assets to the value of \$3.631m were found (2020 - \$2.487m) that were not reflected in the Asset Register.

## Notes to the Financial Statements

for the year ended 30 June 2021

## Note 11. Errors and changes in accounting estimates (continued)

	2021	2020
	\$ '000	\$ '000
<b>Found assets</b>		
<b>Infrastructure</b>		
Roads	2,869	1,129
Footpaths and cycleways	67	153
Drainage	648	78
Recreational, leisure and community	11	994
Other infrastructure	36	133
<b>Total assets</b>	<b>3,631</b>	<b>2,487</b>

# ANNUAL PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2021



## Independent Auditor's Report

### To the Councillors of Ballarat City Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Ballarat City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of the municipality for the year ended 30 June 2021</li> <li>• sustainable capacity indicators for the year ended 30 June 2021</li> <li>• service performance indicators for the year ended 30 June 2021</li> <li>• financial performance indicators for the year ended 30 June 2021</li> <li>• other information and</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<b>Auditor's responsibilities for the audit of the performance statement</b>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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MELBOURNE  
30 September 2021



Sanchu Chummar

*as delegate for the Auditor-General of Victoria*

# CITY OF BALLARAT PERFORMANCE STATEMENT 2021

## 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.

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 has an estimated population of 111,361 people in 2021 (source: ABS Census, 2021). Due to being located centrally in Western Victoria, Ballarat services a large regional population. Ballarat offers premium job opportunities, world-class education (including three universities), affordable housing, exciting restaurants and retail options, accessible community and health services, a vibrant arts scene and a great lifestyle.

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 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Population</b>					
C1 Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,517.21	\$1,628.95	\$1,634.76	\$1,618.62	
<b>Population</b>					
C2 Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$11,977.55	\$15,801.75	\$16,935.35	\$14,637.05	This indicator has reduced from previous years as Land assets had incorrectly been included previously. In the 2019FY the correct calculation would make it \$12,965.13 and the 2020FY the correct calculation \$14,080.20.
<b>Population</b>					
C3 Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	74.37	74.77	75.21	75.74	
<b>Own-source revenue</b>					
C4 Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,368.15	\$1,418.61	\$1,425.38	\$1,365.68	The 2021 decline in own source revenue per population ratio is due in part to Councils facilities being closed due to COVID-19.
<b>Recurrent grants</b>					
C5 Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$272.96	\$236.27	\$253.79	\$255.47	
<b>Disadvantage</b>					
C6 Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	4.00	4.00	4.00	4.00	
<b>Workforce turnover</b>					
C7 Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	12.32%	11.91%	11.69%	14.35%	The higher level of staff turnover in 2021FY has been driven by organisational restructures during the year.

AUDITED PERFORMANCE INDICATORS					
Service Performance Indicators	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Aquatic Facilities Utilisation</b>					
AF6 Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	5.68	6.06	4.42	1.87	Due to the COVID-19 pandemic and the Victorian Government Restrictions that have been enforced we have seen our aquatic facilities be heavily impacted with 117 days closed and 91 days with limited services which is 57.5% of the financial year.
<b>Animal Management Health and safety</b>					
AM7 Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	New in 2020	New in 2020	100.00%	100.00%	Ballarat City Council undertook 7 animal management prosecutions during the year, all of which were successful.
<b>Food Safety Health and safety</b>					
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>	95.45%	96.55%	94.25%	97.65%	The non-compliances that aren't followed up are due to the event or market vendors that do not reside in the Ballarat City Council. Overall, Councils level of outcome notifications has slightly increased in the 2021FY.

AUDITED PERFORMANCE INDICATORS					
Service Performance Indicators	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Governance</b>					
<b>Satisfaction</b>					
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>	55.00	55.70	61.10	58.00	At the end of FY 19/20 Council was the subject of an integrity body report that was critical in relation to the perception of how decisions were being made. This is one factor that could have contributed to a lower score in the 2020/21 FY, noting there are a significant number of Council decisions made each year on a wide range of matters.
<b>Libraries</b>					
<b>Participation</b>					
LB4 Active library borrowers in municipality  <i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>	12.43%	12.75%	12.19%	11.25%	The COVID 19 pandemic forced closures for a number of months with our libraries which resulted in a minor decrease in active library members. However, through some innovative projects and initiatives we were able to minimise the decrease through initiatives such as Click and Collect services, Book Tailoring, additional promotion of online resources and collections (E-books) etc.
<b>Maternal and Child Health (MCH)</b>					
<b>Participation</b>					
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>	73.37%	72.48%	71.63%	71.83%	

AUDITED PERFORMANCE INDICATORS					
Service Performance Indicators	Results 2018	Results 2019	Results 2020	Results 2021	Comments
<b>Maternal and Child Health (MCH)</b>					
<b>Participation</b>					
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>	55.43%	64.52%	71.56%	72.10%	The lower percentage in Aboriginal children participation in the funded MCH service is due to the local Aboriginal co-operative running a similar service. A client can access both services or choose either one of these services. We have a lower intake of indigenous newborns to the MCH program due to some families choosing the Aboriginal co-operative child health program. Ballarat City Council has seen an increase in participation over the last four years due to a focus on indigenous partnership work, cultural safety of facilities and health service provisions, professional development with nurse teams, support from Council's Aboriginal Liaison Officer and MCH representation within indigenous networks.
<b>Roads</b>					
<b>Satisfaction</b>					
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>	59.00	58.70	55.30	52.00	Over the last 2 years there has been above average rainfalls leading to deterioration in roads quicker than prior years and in turn delaying jobs that were scheduled when its too wet to be able to complete the required jobs. This has resulted in an increase of requests especially in the second year which would lead to the decreased satisfaction.
<b>Statutory Planning</b>					
<b>Decision making</b>					
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>	63.64%	71.43%	75.00%	100.00%	In the 2021FY, there were zero applications (out of six) overturned by VCAT, three out of 12 in 2020FY, two out of seven in 2019FY and four out of 11 in 2018FY. This shows how a small change in numbers can have a large effect on this indicator.
<b>Waste Collection</b>					
<b>Waste diversion</b>					
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>	47.14%	48.65%	43.07%	41.56%	Ballarat's recycling system changed in 2020FY, with glass being no longer part of the kerbside collection recyclables but instead collected at community collection points. This has reduced the volume of material in kerbside recycling bins. The landfill diversion percentage would be 43.6% in 2021FY when including Ballarat's separate non-kerbside glass collection service.



FINANCIAL PERFORMANCE INDICATORS - EFFICIENCY										
Efficiency	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Comments	
					2022	2023	2024	2025		
<b>Expenditure level</b>										
E2	Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>	\$3,073.17	\$3,237.54	\$3,254.80	\$3,162.30	\$3,444.52	\$3,545.69	\$3,513.03	\$3,526.02	The 2021 decline in expenses per property assessments reflects a larger increase in the number of property assessments than the growth in expenses.
<b>Revenue level</b>										
E4	Average rate per property assessment <i>[General rates and Municipal charges / Number of property assessments]</i>	New in 2020	New in 2020	\$ 1,877.33	\$ 1,869.82	\$ 1,907.57	\$ 1,953.19	\$ 1,965.59	\$ 1,978.25	

FINANCIAL PERFORMANCE INDICATORS - LIQUIDITY										
Liquidity	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Comments	
					2022	2023	2024	2025		
<b>Working capital</b>										
L1	Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>	275.63%	288.83%	262.21%	217.31%	144.49%	108.81%	123.83%	95.37%	The declining ratio from the 2019FY reflects usage of cash and cash equivalents to invest in infrastructure projects.
<b>Unrestricted cash</b>										
L2	Unrestricted cash compared to current liabilities <i>[Unrestricted cash / Current liabilities] x100</i>	-142.37%	-149.65%	-68.39%	-93.93%	31.83%	-6.52%	5.17%	22.14%	This indicator reflects usage of cash and cash equivalents to invest in infrastructure projects. The indicator excludes cash held in term deposits (amounts invested for longer than 90 days), which if included would improve the ratio. It is projected to be within the recommended range by the final year of the forecast.

FINANCIAL PERFORMANCE INDICATORS - OBLIGATIONS										
Obligations	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Comments	
					2022	2023	2024	2025		
<b>Loans and borrowings</b>										
O2	Loans and borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x100</i>	39.70%	33.93%	36.96%	31.78%	26.69%	22.58%	19.78%	18.37%	The trend reflects that borrowings decrease slightly as borrowings do not increase over the forecast period.
<b>Loans and borrowings</b>										
O3	Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	6.00%	5.20%	4.93%	5.52%	4.51%	4.55%	3.26%	1.94%	The trend reflects that borrowing repayments decrease slightly as borrowings do not increase over the forecast period.
<b>Indebtedness</b>										
O4	Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i>	31.18%	30.11%	34.30%	31.28%	27.10%	24.08%	22.74%	8.63%	The ratio remains at similar levels until 2025FY when a major loan becomes a current liability prior to its repayment.
<b>Asset renewal and upgrade</b>										
O5	Asset renewal and upgrade compared to depreciation <i>[Asset renewal and asset upgrade expense / Asset depreciation] x100</i>	New in 2020	New in 2020	78.40%	94.76%	191.18%	156.22%	108.69%	89.21%	The 2022FY and 2023FY include large capital works programs, reflecting a strong focus on asset renewal, which result is higher ratio for those two financial years.

FINANCIAL PERFORMANCE INDICATORS - OPERATING POSITION										
Operating Position	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Comments	
					2022	2023	2024	2025		
<b>Adjusted underlying result</b>										
OP1	Adjusted underlying surplus (or deficit) <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	9.37%	9.68%	2.74%	5.23%	3.29%	2.83%	1.42%	4.10%	Council continues to generate small positive underlying results.

FINANCIAL PERFORMANCE INDICATORS - STABILITY										
Stability	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts				Comments	
					2022	2023	2024	2025		
<b>Rates concentration</b>										
S1	Rates compared to adjusted underlying revenue <i>[Rate revenue / Adjusted underlying revenue] x100</i>	62.42%	60.34%	66.78%	66.55%	64.81%	64.98%	67.30%	65.97%	
<b>Rates effort</b>										
S2	Rates compared to property values <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	0.61%	0.59%	0.56%	0.53%	0.52%	0.51%	0.50%	0.48%	A key contributing factor to the decline in the rate effort ratio in 2021 is the decision to hold the average level of rates at 0% growth in the 2020/21 financial year.

## 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 2020
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
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
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
Unrestricted cash	means all cash and cash equivalents other than restricted cash

## 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 the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

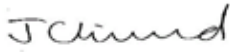
Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

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 four year budget. 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 four year budget on 23 June 2021 and which forms part of the Council Plan. The four year budget document 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 four year budget 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 (as per the transitional provisions of the Local Government Act 2020).



*Jason Clissold*

**Principal Accounting Officer**

**Dated:** 22nd September 2021

In our opinion, the accompanying Performance Statement of the *City of Ballarat* for the year ended 30 June 2021 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 (as per the transitional provisions of the Local Government Act 2020).

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.



*Daniel Moloney*

**Mayor**

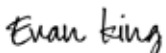
**Dated:** 22nd September 2021



*Amy Johnson*

**Deputy Mayor**

**Dated:** 22nd September 2021



*Evan King*

**Chief Executive Officer**

**Dated:** 22nd September 2021

# APPENDIX

## Advisory committees, stakeholder reference groups, internal working groups, external groups and organisations, and committees established under other Acts

### Advisory committees

Committee	Councillors	Officers (no voting rights)
Arch of Victory/Avenue of Honour Advisory Committee	2	1
Ballarat Friends of Ainaro Advisory Committee	2	1
Ballarat Heritage Advisory Committee	2	1
Ballarat Regional Soccer Facility Advisory Committee	2	1
CEO Performance Review Advisory Committee	All Councillors	Nil
Disability Advisory Committee	1	1
Intercultural Advisory Committee	2	1
Koorie Engagement Action Group Advisory Committee	3	1
LGBTIQ+ Advisory Committee	TBC	1

### Stakeholder reference groups and internal working groups

Committee	Councillors	Officers (no voting rights)
Ballarat Airport/Aerodrome Stakeholder Reference Group	3	1
Lake Learmonth Stakeholder Reference Group	1	1
Lake Wendouree and Gardens Stakeholder Reference Group	2	1
Tourism Events Stakeholder Reference Group	2	1
Ballarat Major Events Precinct Stakeholder Reference Group	2	1
Community Safety Internal Working Group	Nil	1
Integrated Transport Working Group	Nil	1

### Groups and organisations

Committee	Councillors	Officers (no voting rights)
Art Gallery of Ballarat Board	1	1
Australian Local Government Women's Association (ALGWA)	4	Nil
Central Highlands Mayors' and CEOs' Forum	1	1
Central Victorian Greenhouse Alliance	1	1
Commerce Ballarat	1	1
Committee for Ballarat	1	1
Grampians Central West Waste and Resource Recovery Group	1	2
Local Learning Education Network	1	1
Municipal Association of Victoria (MAV)	1	1
MAV Rural South Central Region Group	1	1
Regional Cities Group	1	1

### Committees established under other Acts

Committee	Councillors	Officers (no voting rights)
Coghills Creek/Glendaruel Cemetery	All Councillors	1
Learmonth Cemetery	All Councillors	1
Municipal Fire Management Planning Committee	1	1



## City of Ballarat's commitment to good Governance

Under the *Local Government Act 2020*, elected Councils are constituted to provide leadership for the good governance of the municipal district and the local community.

The City of Ballarat Councillors are committed to working together to make decisions that are in the best interests of residents and the municipality and to discharge their responsibilities to the best of their skills and judgement. They are committed to always acting with transparency and the highest level of integrity in all matters of governance to ensure that council operates effectively, efficiently, impartially and with 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.

## NRS-Friendly

Hearing or speech impaired?  
Call via the National Relay Service on 133 677

### Customer Service

 03 5320 5500

Monday–Friday

8.15am–5pm

 [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)

### The Phoenix Building Customer Service Centre


 25 Armstrong Street South  
Ballarat Central

### Town Hall Office

 Corner Sturt and Armstrong Street South  
Ballarat Central

### Post

#### City of Ballarat

 PO Box 655 Ballarat  
Victoria 3353

