



**LIFESTYLE &
OPPORTUNITY**

CITY OF
BALLARAT



CITY OF BALLARAT
ANNUAL REPORT 2014-15

Front cover: **Lifestyle and Opportunity:** As part of our strategic objective to provide more capability for engaging the community to participate in decision making that affects them, our Engaging our Communities program has delivered tangible outcomes including the new BMX pump track at Miners Rest... to read more about how we engage with our community see page 16

1. WELCOME & INTRODUCTION		05
	WELCOME FROM THE COUNCILLORS	06
	ABOUT THIS ANNUAL REPORT	07
2. OVERVIEW & HIGHLIGHTS		09
	CITY OF BALLARAT PROFILE	10
	BALLARAT – A PROUD HISTORY	11
	HIGHLIGHTS 2014-15	12
	MAJOR EVENTS	14
	ENGAGING OUR COMMUNITY	16
	A MESSAGE FROM THE MAYOR	18
	A MESSAGE FROM THE CEO	20
	A MESSAGE FROM THE CFO	22
3. OUR COUNCIL		25
	OVERVIEW	28
	THE MUNICIPALITY	28
	COUNCIL'S PORTFOLIO STRUCTURE	30
	MAYORS 2014-15	31
	COUNCILLORS	32
	YOUTH COUNCIL	39
4. GOVERNANCE		41
	OVERVIEW	42
	DEMOCRATIC GOVERNANCE	43
	COUNCIL MEETINGS	46
	COUNCILLOR COMMITTEE REPRESENTATION	48
	AUDIT ADVISORY COMMITTEE	55
	RISK MANAGEMENT FRAMEWORK & POLICY	58
	SUSTAINABLE MANAGEMENT OF ASSETS	61
	PLANNING FRAMEWORK	62
	BEST VALUE/CONTINUOUS IMPROVEMENT	63
	STATUATORY INFORMATION	64
	COMMUNITY IMPACT GRANTS	64
	MANAGEMENT OF INFORMATION	67
	LOCAL LAWS	68
	GOVERNANCE - DESCRIPTION OF OPERATIONS	73
5. OUR PEOPLE		79
	OVERVIEW	80
	ORGANISATIONAL STRUCTURE	82
	STAFF PROFILE	85
	OUR PERFORMANCE 2014-15	87
	OCCUPATIONAL HEALTH, WELLBEING & SAFETY	94
	VOLUNTEERS	98
6. OUR PERFORMANCE		103
	SUSTAINABILITY	104
	GROWTH & DEVELOPMENT PORTFOLIO	124
	PEOPLE & COMMUNITIES PORTFOLIO	138
	DESTINATION & ECONOMY PORTFOLIO	160
	MANAGING OUR BUSINESS	174
7. OUR FINANCIAL PERFORMANCE		195
	UNDERSTANDING THIS FINANCIAL REPORT	196
	FINANCIAL STATEMENTS	198
8. REFERENCE		270
	GLOSSARY	271
	HOW TO CONTACT US	273



1. WELCOME & INTRODUCTION

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

WELCOME FROM THE COUNCILLORS OF THE CITY OF BALLARAT

As one of the fastest growing Councils in regional Australia, Ballarat offers a great lifestyle and great opportunities. As your Council, we understand the significant responsibility entrusted to us. We are committed to making sure that our current lifestyle is protected and we are determined to create every opportunity for our residents to not only maintain but also improve their lifestyle.

We are pleased to share this Annual Report with our community and we trust that it provides a comprehensive account of our key achievements, challenges and disappointment during 2014-15 as well as what we will focus on in 2015-16. It provides a detailed report on how we performed against the Council Plan 2013-17 according to the theme *Leading Sustainable Growth, Strengthening our Community and Respecting our Heritage*. It also provides a detailed report on our Governance structures and our Financial Performance.

As part of our strong commitment to asking our residents what they want for their community and seeking their input on decision-making that affects them, we have continued to seek to improve our community engagement processes. Details of what we have done to achieve this objective can be found in the Engaging our Community section of this Annual Report starting on page 16, within the Our Performance – People & Communities Portfolio section starting on page 138 and within the Our Performance – Managing our Business section starting on page 174.

In an effort to communicate clearly and openly we continue to invest in improving the content of our Annual Report and how it is presented. This Annual Report is prepared in accordance with the requirements and guidelines of the *Local Government Act 1989*. It demonstrates the diversity and breadth of our operations and the services we deliver on a daily basis. We hope that you find this report informative and easy to understand.

CITY OF BALLARAT MUNICIPALITY

The 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).

Localities

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

City of Ballarat acknowledges the legal responsibility to comply with the Charter of Human Rights and Responsibilities Act 2006 and the Equal Opportunity Act 2010.

ABOUT THIS ANNUAL REPORT

WHY WE HAVE AN ANNUAL REPORT

The Victorian Local Government Act requires each Council to prepare a report of its operations to the Minister for Local Government each year.

The Annual Report is a vital document that reviews a Council's performance against its Council Plan. It must include an audited Performance Statement; targets and measures; an audited Financial Statement that details the Council's financial statements; capital works program; Rates and Charges statement; and audited Standard Statements for the financial year.

This Annual Report provides a comprehensive account of our achievements, challenges and aspirations for the future. It reports on our performance against what we said we would do in our Council Plan 2013-17 which provides the framework for Council to deliver the everyday services, programs and projects for our community. It aims to keep residents, businesses, employees, stakeholders and other government agencies (State and Federal) up to date on the performance and future direction of the City of Ballarat.

This year as a first this Annual Report contains the Report of Operations which provides information about the operations of Council, in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

HOW TO READ THIS ANNUAL REPORT

This report is divided into three main sections:

1. Overview & Highlights

In this section you will find an overview of Council and the City of Ballarat (organisation). This section starts on page 9.

2. Performance

In this section you will find a detailed report on our performance against the Council Plan 2013-17 within each of the three Councillor Portfolios (Growth & Development, People & Communities and Destination & Economy) as well as Sustainability and Managing our Business. Within each area you will find our highlights for 2014-15, the challenges and disappointments we faced and our focus looking ahead. This section starts on page 103.

3. Financial Performance

In this section you will find a plain language introduction and overview as well as detailed financial reporting and audited performance statements. This section starts on page 196.

HOW TO GET YOUR COPY

Electronic copies of this Annual Report are available online at www.ballarat.vic.gov.au/ac/budget-reports-and-plans. Hard copies available on request – see page 267 for details on how to contact us.

HOW TO GIVE US FEEDBACK

We welcome all feedback. For details on how to contact us with your feedback on this Annual Report please see page 273.



2. OVERVIEW & HIGHLIGHTS



BALLARAT - A GREAT PLACE TO LIVE

Ballarat is one of Australia’s largest inland cities and the third largest city in Victoria. Money flowed into Ballarat with the discovery of gold in the mid-19th Century. Today the City is renowned for its beautiful parks, broad tree-lined streetscapes, cultivated European gardens, and heritage architecture of national significance and international interest. The iconic Sturt Street is a stunning tree-lined boulevard with notable statues and monuments on every block of the city’s CBD and Lydiard Street has a perfectly preserved heritage streetscape.

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

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

Geography

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

Municipality

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

Location & Access

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

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

Population

Ballarat recorded a population of 100,283 people (source: ABS ERP 2014) and services a regional population of over 400,000. This equates to an annual growth rate of in excess of 2.10% since 2001 which is greater than the State average overall and ranks Ballarat as the second highest regional city for growth in Victoria.

With a projected population of 142,002 by 2031 (source: Victoria in Future 2014), Ballarat's projected growth rate is higher than that forecast for Melbourne and the State of Victoria. Four new neighbourhood suburbs are being planned in the west of Ballarat to

provide for this growth. Ballarat's newest suburb of Lucas is a 750-hectare suburb that, when complete, will have around 14,000 new homes.

Recreation & Tourism

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

Industry & Work

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

BALLARAT – A PROUD HISTORY

The Wadawurrung and Dja Dja Wurrung people were the first inhabitants of the 740 square kilometre area that makes up the municipality of the City of Ballarat. The Wadawurrung's traditional homelands span an area that extends from Ballarat south to the coast near Lorne and east to the Werribee River.

The Name: Ballarat or Ballaarat (Historical Spelling)

The name comes from two aboriginal words signifying a camping or resting place: 'balla' meaning 'elbow' or 'reclining on the elbow' + 'arat' meaning 'place'
1838: Squatter William Yuille camped near the Black Swamp, now known as Lake Wendouree.

1851

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

December 1854

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

A Lasting Legacy

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

After Gold

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

History of the Municipality

Ballaarat (historical spelling) was proclaimed a town in 1852, a municipality in 1855, a borough in 1863 and a city in 1870. The City of Ballaarat East was proclaimed in 1857. The two municipalities merged in 1921 to form the City of Ballaarat. The City was surrounded by the Borough of Sebastopol and the Shires of Ballarat, Bungaree, Grenville and Ripon. The present municipality was created by an Order of Parliament on 6 May 1994 under the Victorian Local Government Act. It is the amalgamation of the previous Shire of Ballarat, City of Ballaarat, Borough of Sebastopol and parts of the Shires of Bungaree, Buninyong, Grenville and Ripon.

HIGHLIGHTS 2014-15

ORGANISATIONAL AWARDS

Program	Award	Category
Begonia Festival	Australian Event Awards 2014 <i>Considered the pinnacle awards program for the events industry in Australia.</i>	Best Regional Event in Victoria
City of Ballarat Annual Report 2013-14	Australasian Reporting Awards 2015 <i>Considered the pinnacle awards program for the events industry in Australia.</i>	Silver Award: Excellence in Annual Reporting
Tree Protection Framework and Implementation Program	Institute of Public Works Engineering Australasia Annual Awards	Winner: Excellence in Asset Management Award
Parent Place	Department of Education and Training Early Years Awards 2014	Winner: Increasing Parenting Capacity Award
KinderGARDEN Partnership Project	Department of Education and Training Early Years Awards 2014	Finalist: Early Years Award
Ballarat Library in collaboration with the Gold Museum, the State Libraries of Victoria and NSW and the National Library	Ballarat Heritage Awards	Finalist: Heritage Innovation Category for Digitising the Chinese Newspapers of the Goldfields, Ballarat

COMMUNITY AWARDS

Australia Day Awards

These awards are provided by the Australia Day Committee (Victoria) and are administered by Local Government Authorities throughout Australia. Congratulations to all nominees and especially to our 2015 winners: Citizen of the Year - Charles Zhang, Young Citizen of the Year - Tyarna Brookes and Community Event of the Year - Harmony Fest



Senior of the Year Awards

These awards celebrate local senior residents who have made an outstanding contribution and whose achievements support and inspire our community. The winners were announced at a special ceremony on Friday 26 September. Congratulations to all nominees and especially to all of our 2014 winners. The 2014 Senior of the Year was William Moy.



2014 winner William Moy.

Youth Awards

These awards publicly acknowledge the great work and achievements of young individuals, groups and organisations. 13 young people were recognised and celebrated for their positive contribution to our community in the 2014 City of Ballarat Youth Awards. Congratulations to all nominees and especially to our 2014 winners.

NAIDOC Recognition Awards

The inaugural Koorie Engagement Action Group (KEAG) and Local Indigenous Network (LIN) NAIDOC Recognition Awards publicly acknowledge the great work and achievements of young individuals, groups and organisations. Congratulations to all nominees and especially to our 2014 winners.

Community Safety Awards

These awards are held as part of 'Community Safety Month' and aim to publicly acknowledge the great work and initiatives of individuals, groups and organisations in the areas of crime reduction, injury prevention, enhancing positive perceptions of safety, community building and active citizenship and participation. Congratulations to all nominees and especially to our 2014 winners.

Ballarat Heritage Awards

The Ballarat Heritage Awards recognise those in our community who have demonstrated excellence, innovation and best practice in heritage. Congratulations to all nominees and especially to our 2014 winners.

CEREMONIES

Citizenship Ceremonies



Citizenship ceremonies are administered by the City of Ballarat on behalf of the Department of Immigration and Citizenship. Ceremonies are held monthly (except in December) and are open to residents of the City of Ballarat.

In 2014-15 202 residents became new Australian citizens.

In 2014-15 we welcomed new citizens from the following countries:

Austria, Bangladesh, Brazil, Britain, Canada, China, Egypt, France, Germany, Ghana, Iceland, India, Iran, Iraq, Ireland, Italy, Japan, Libyan Arab Jamahiri, Malaysia, Mongolia, Nepal, Netherlands, New Zealand, Nigeria, Pakistan, Papua New Guinea, Philippines, Russian Federation, Scotland, Sri Lanka, Taiwan, Thailand, Togo, Turkey, United Kingdom, United States of America, Vietnam, Zimbabwe

MAJOR EVENTS

OUR PERFORMANCE 2014-15

In this section on Major Events we report on our performance in 2014-15 against the Council Plan. Where relevant we have included references to other sections of this Annual Report.

STRATEGIC OBJECTIVE: Foster community pride and participation through delivery of community events and promote and support Ballarat as a vibrant tourist destination and an ideal location for premier sporting, cultural and tourism events by:

- » Continuing to rebuild the Begonia Festival to attract more families to the event and to Ballarat
- » Creating a greater impact in the CBD with topiary Christmas decorations and increased festive activation in the CBD
- » Addressing the negative winter time perception of Ballarat by initiating the first Winterlude event, featuring a pop up ice skating rink
- » Ensuring the 2015 ANZAC commemoration service received greater significance for the community and to ensure it appropriately marked the 100th anniversary of Gallipoli

KEY ACHIEVEMENTS 2014-15

- » A special ANZAC Commemorative Dawn Service for the 100th anniversary of the Gallipoli landing was held at the Arch of Victory. Despite the early hour and heavy rain, a record number of over 30,000 people attended the service – this number represents approximately one third of Ballarat’s population. Our investment in Commemorative Services was increased in 2014-15 with a specific focus on this special commemorative service. In addition to the 30,000 people who attended the Dawn Service, 10,000 attended the 11am service held at the Sturt Street Cenotaph in the CBD. We also coordinated Commemorative Services for Remembrance Day, Australian Ex-POWs, Vietnam Veterans and the Battle of Britain.
- » The 2015 Begonia Festival was an overwhelming success. For the third consecutive year the festival attracted a record crowd with 66,000 people attending the revamped event in 2015.

Figure 2.1: Begonia Festival Attendance

The table below shows that the Begonia Festival has broken its attendance record for three consecutive years.

2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
13,998	23,500	28,000	29,000	45,000	66,000

- » We welcomed three new world-class sporting events to Ballarat:
 1. The World Rowing Masters Regatta in October that attracted masters rowers from all over the world. This regatta was the first major event to use the Lake Wendouree rowing course since its dredging and redevelopment.
 2. The Ironman 70.3 Ballarat in November attracted world-class triathletes and offered the opportunity for members of our community to compete in the event, which they did in high numbers. The event is returning in December 2015 and we will be looking to grow local participation even more.
 3. The Asian Cup pre-competition came to Ballarat in December/January when Ballarat hosted the Bahrain National Team who used the world-class Ballarat Regional Soccer Facility as a training venue.
- » As part of our aim to continue to bring major events of national significance to Ballarat we once again hosted the Cycling Australia Road National Championships – in 2014 this event featured teams and riders from the Tour de France and it continued to attract thousands of spectators to watch the Australian Time Trial, Criterium and Road Race.
- » Christmas in Ballarat received a significant boost in appeal with the inclusion of more topiary floral decorations and a free ferris wheel operating in the Bridge Street Mall from 6 to 24 December. Approximately 15,500 people rode on the Ferris wheel (45.5% children and 54.5% adults), equating to an average of 440 potential shoppers in the Bridge Mall every day of the ride’s installation. Unprecedented social media coverage was experienced on our Council and Visit Ballarat Facebook pages and one of the highest responses from any single post by Council in 2014 was registered.
- » The preparations for the inaugural Winterlude festival campaign set it up to be a great festival when it opened in the first week in July. Winterlude was designed to promote tourism to Ballarat and provide a community celebration around Ballarat’s famous winter.
- » Harmony Fest in 2014 featured a five-hour live concert, international food, workshops, demonstrations, children’s activities and markets, bringing together the Ballarat community to celebrate Ballarat’s wonderful diversity – a particular highlight was our volunteers contributing in each of these areas.
- » Other community-based events receiving support include the reopening of the Avenue of Honour, RUN Ballarat, the Ballarat Swap Meet, the Toy Run and a range of other events.

DISAPPOINTMENTS/CHALLENGES

In 2014-15 we faced the following disappointments and challenges:

- » Summer Sundays 2015 – we had hoped that the trend of growing attendance numbers would continue, however crowd numbers were on par with those from 2014. Given January can be a busy period for families with many away on holidays this is a challenge we will address going forward.
- » Heritage Weekend 2015 – with a focus on Ballarat’s military history we believed we had an interesting product that would attract both locals and tourists, however we did not increase crowd numbers and they remained the same as in 2014. Being in May the weather is always a challenge for this event as is offering new event content in a heritage-based event.

LOOKING AHEAD

In 2015-2016 we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Seek to grow Summer Sundays to its next stage – the Botanical Gardens venue cannot accommodate a large crowd and we would like to achieve a higher attendance rate.
- » Look to transition the Heritage Weekend event from a 'look and learn' history-based event to a more interactive and experiential opportunity. To help us achieve this, we will seek considerable input from the community to understand what they would want to get out of such an event.



To view in full go to www.ballarat.vic.gov.au

ENGAGING OUR COMMUNITY

In an effort to become an organisation that truly engages its community, Council has a strong strategic focus on building our capacity to engage our community to participate in decision making that affects them and on delivering Council services with a strong customer service focus.

Community engagement is the process of including and involving people over time in the decisions that affect them. While engagement does not replace the final decision-making power of Councillors or the CEO, it strengthens Council's capacity to make well-informed, acceptable and sustainable decisions. It is also about building relationships, capacity building, problem solving, behavioural change and community connectedness.

In this section you will find an overview of our approach to engaging our community. For a detailed report about our performance in 2014-15 against the Council Plan, including key achievements and highlights, disappointments and challenges and our focus looking ahead, please see the Managing Our Business Performance section that starts on page 174.

How we Engage our Community

1. INFORM

Informing takes place when information is circulated to assist in understanding about a project/strategy or decision that is going to happen or has already happened.

Direct Mail

We use targeted direct mail to keep residents updated on what's happening in their local neighbourhood.

Community Magazines

The 'fact-based' myBallarat magazine is published seasonally and delivered to every home and business. myBallarat is also available to download from the website at <http://www.ballarat.vic.gov.au/ac/myballarat.aspx>

Targeted 'fact-based' community magazines include: myNature and myNeighbourhood magazines for the communities of Buninyong; Learmonth; Lake Esmond; and Warrenheip.

General Website Services, and Online Community Engagement Calendar

In an effort to make it easier for users to navigate and find the information they are looking for we continuously update functions and content on our City of Ballarat website.

Our Websites

City of Ballarat www.ballarat.vic.gov.au
Youth Services www.youthservicesballarat.com.au
Ballarat Begonia Festival www.ballaratbegoniafestival.com
Ballarat Heritage Weekend www.ballaratheritageweekend.com
Art Gallery of Ballarat www.artgalleryofballarat.com.au
Her Majesty's Theatre www.hermaj.com

Social Media

Our approach to communications via social media is a 'direct to public, fact-based' approach. We maintain a range of dedicated Facebook pages to address the ever changing needs of our community. Twitter and Facebook are used to advertise all community consultation opportunities and to return results of polls and surveys back to the community.

Our Social Media Accounts

Facebook: www.facebook.com/ballaracity
Twitter: www.twitter.com/cityofballarat
Instagram: www.instagram.com/cityofballarat
YouTube: www.youtube.com/user/TheCityofBallarat

Other Facebook Accounts: Ballarat Begonia Festival, Ballarat Heritage Weekend, Harmony Fest, Summer Sundays, Making Learmonth, Making Buninyong, Making Miners Rest, Central Highlands Libraries, Art Gallery of Ballarat, Her Majesty's Theatre, Multicultural Ambassadors, Parent Place*, CALD Education and Employment*, Ballarat Botanical Gardens*
**New in 2014-15*

2. CONSULTATIVE PARTICIPATION

Consulting takes place when a project requires some input, feedback or advice before part of the project/strategy or decision is progressed.

Dedicated Online Engagement Tool

'myTownHall' (implemented in February 2015) is an online engagement tool that provides a one-stop online place for our community to have their say about what's happening in our City and to tell us what they think about our community and what's important to them. It sets a standard online interface and style for all projects and allows individuals to register and provide feedback on any live projects. Residents can share their thoughts via surveys (see below) or the big projects that are important to them and this information is fed directly to Councillors. There are also forums where they can discuss issues.

Social Media

Our (growing) social media presence allows us to engage with residents in two-way communication about issues that affect them. For more information see section directly above.

Surveys

In an effort to make it easier for residents to complete surveys online, online functions are being continuously improved. Surveys continue to be available in hard copy at our Customer Service Centre, local Ballarat libraries and on the website as a downloadable document. We also used online surveys to consult with our community and get their input – these opportunities were also advertised on Facebook and Twitter. To see a list of surveys conducted in 2014-15 see page 183.

Opinion Polling

Online polling is used to get input from residents on issues that affect them and the results are fed back to Council for consideration. For details of online polling conducted in 2014-15 see page 181. 'How People Stay Informed' is an ongoing poll on the home screen of mysay.ballarat.vic.gov.au that seeks feedback from the community on how they stay informed about Council's work.

Customer Service Calls

Our Customer Service Centre offers a more traditional-style personalised phone service for residents for any questions they have.

3. ACTIVE PARTICIPATION

Active participation takes place when the community or specific stakeholders are engaged to work out what needs to be done and to develop solutions that are incorporated into decision-making.

Open House Drop-In Project Planning Sessions

Community input during the planning phase of projects is of the up most importance for Council. This year many pre planning project information (drop in sessions) were undertaken to gather community views. The most significant of these was Victoria Park master plan. In excess of 200 visitors to this drop in sessions were recorded and the information gathered proved vital in the creation of this Master Plan.

Advisory and Section 86 Committees

Traditional community engagement opportunities continue to be available to residents through question time at Council meetings and through membership of one of Councils' many Advisory Committees, for a full list of Advisory Committees see page 55 (Governance).

Community Project Reference Groups

Traditional community engagement opportunities continued to be available to residents through membership of one of Councils' many Community Project Reference Groups, see page 64 (Governance).

Stakeholder Meetings

Our comprehensive Stakeholder Engagement Strategy and program in conjunction with Ballarat Imagine facilitates engagement with key stakeholders, the business community and government on projects and priorities of importance. Councillors now participate in stakeholder forums as key participants. We continue to engage with State and Federal Governments and other relevant stakeholders on items contained in the Ballarat Regional Capital Plan and the Council Plan.

Community Action Teams

As part of our Engaging Communities Program, Community Action Teams have been established in Buninyong, Learmonth and Miners Rest – these teams have driven progress in this program, which has directly empowered local people to decide on priorities and where resources should be directed in their local area.

Participatory Budgeting

All submissions received as part of the Budget and Council Plan review process (including those received via social media and online) are referred to the respective Councillor Portfolios for consideration to develop project scope and recommendations in consultation with the submitters for possible inclusion in future Budgets, Plans and Strategies. This process commenced in 2014-15.

In 2014-15 for the first time year, in developing the 2015-16 Budget, eight information sessions were held where the community had the opportunity to meet with Councillors and Council staff and provide input into the proposed Budget and, more importantly, provide into the list of priority projects for the Budget.



A MESSAGE FROM THE MAYOR

On behalf of my fellow Councillors I am very pleased to present this Annual Report for 2014-15. We are extremely proud of our achievements and the many positive outcomes that have been delivered for our residents over the past 12 months.

2014-15 marked the second year of delivering this Council's vision for Ballarat as outlined in the Council Plan 2013-17. Our performance against the Council Plan, including achievements, challenges and disappointments, is reported on in detail throughout this document.

In the past year we continued to seek innovative and creative ways to deliver what is needed to create better economic opportunities for our community and a better lifestyle for residents of all ages.

Highlight

This year as a first, as part of the Budget process, we asked our community to tell us their priorities and which projects they value most. We are extremely proud of our biggest community consultation ever held which invited residents to have their say online at *myTownHall* or during face-to-face meetings at community drop-in sessions. We used this input to inform our decisions for the 2015-16 Budget and we expect to again consult as a part of next year's Budget.

Our Focus in 2014-15

In response to input from our community through consultation through the 2015 Budget process, we focused our investment in six main areas:

1. Stimulating Jobs Growth and a Stronger Economy

We continued our program of ongoing significant short-term investment in key community infrastructure across the city. We also continued to work closely with the State and Federal Governments and other key stakeholders to advance key long-term projects, notably activating the Ballarat West Employment Zone, construction of Stage 1 of the Ballarat Western Link Road, development of the Ballarat Tech Park as well as the redevelopment of the Civic Hall site, Ballarat Railway Station Precinct and the Major Sports and Entertainment Precinct at North Ballarat.

2. Building Stronger Communities

We increased our support of grass roots projects and programs that build connected and strong communities by investing additional funds in the Engaging Communities Program and Community Impact Grant Program. We continued to invest in a

wide range of sporting and recreational facilities such as CE Brown oval redevelopment, Buninyong Bowling Club redevelopment and the Russell Square and Prince of Wales Park change rooms.

3. Creating a More Vibrant City

As part of an ongoing strategy to promote and support Ballarat as a destination for premier sporting, cultural and tourism events, we increased our investment in established major community events ranging from the Begonia Festival to Heritage Weekend to the Cycling Road National Championships. In addition we attracted three world-class events to Ballarat in the past 12 months: the World Rowing Masters Regatta in October 2014, Ironman 70.3 Ballarat in November 2014 and the Asian Cup pre-competition when Ballarat hosted the Bahrain National Team at our new world-class Ballarat Regional Soccer Facility. We fostered a diverse arts and culture sector by supporting our major institutions such as Her Majesty's Theatre and the Art Gallery of Ballarat and by promoting public art and the live music

scene across the city. This year saw the creation of the Winterlude festival which attracted significant visitation to the City during winter.

4. Beautifying our City

We improved the quality and character of our City by continuing a beautification program of the City's five major entrances and other key precincts, specifically improving the areas around Lake Wendouree, creating better public open spaces such as at Victoria Park and delivering more trees and new parks in growth areas such as Lucas.

5. Managing our Assets

We invested in a significant asset maintenance and renewal program to make sure current infrastructure is maintained at the best standard possible. Our

key focus was on maintenance of the city's public buildings, monuments and street furniture, road renewal projects (particularly rural roads), drainage projects, increasing the number of car parking spaces across the city and constructing new public toilets.

6. Working Towards Innovative Waste, Water and Energy Solutions

As part of our commitment to a regional approach to waste management to deliver better waste solutions across the region and reduce waste to landfill; we continued to explore opportunities at the Ballarat West Employment Zone such as the innovative Waste-to-Energy Facility and we continued to trial the Ballarat West Aquifer Recharge Project. We continued to roll out our ongoing program of retrofitting Council buildings to comply with sustainable design principles.

Challenges/Disappointments

It is disappointing that we haven't yet been able to get a final outcome for the Civic Hall site and the Saleyards relocation.

Looking Ahead

The outcome of our comprehensive community consultation as part of the Budget process is that we are investing in exciting projects for the Ballarat community that are your priorities in your neighbourhoods and your city.

1. Investment in community assets: We have allocated \$4.5 million to invest in exciting new community projects/assets that you have identified as important to you.

2. Investment in asset renewal: We have allocated funding for key priority asset renewal across the city and essential expenses to run our 100-plus services such as roads maintenance, libraries, immunisation

and collecting garbage.

3. Investment in aquatics infrastructure: We are continuing to invest in aquatics infrastructure based on the success of the Midlands Water Play Park which has proved to be very popular and the new 50 metre indoor pool which has been delivered on time and under budget. We are also investing in upgrades to some of our much-loved existing aquatic assets such as Eureka Swimming Complex.

4. Investment in environmental sustainability initiatives: We are continuing to invest in important initiatives through our Clean Ballarat project.

I commend my fellow Councillors on their commitment to delivering great outcomes for our City. I am proud of the key projects and services we have delivered that are needed to give the current and future residents of Ballarat the best possible economic opportunities and lifestyle outcomes.

Cr John Philips
Mayor



A MESSAGE FROM THE CEO

It is with great pleasure that I present this Annual Report which reports on the performance of the organisation in 2014-15, against the Council Plan 2013-17.

City of Ballarat operations are founded on the premise that Ballarat is 'a place people can live their whole lives'. Every day someone in the community utilises one of our services or facilities, whether that be driving on a road, walking on a footpath, dropping the kids at a Early Learning Centre, going to a library, or obtaining a planning permit.

I am extremely proud of the hard work, commitment and dedication shown by the staff of this organisation to the delivery of community outcomes. Council's services and projects stimulate our city's economy, create jobs and meet the needs of our growing city.

The following is a summary of our key achievements, more detail of our performance can be found throughout this document.

Our Focus in 2014-15

Ballarat became the focus during the November state election and as a result a number of large projects, that are critical for the growth of the city, were funded.

A key highlight was funding to redevelop the Ballarat Goods Shed located at the Ballarat Railway Station into a hotel and space for conventions or exhibitions. This project will provide great stimulus to the CBD and, once completed, will see expenditure in excess of \$40m at the site.

The Major Sports and Entertainment Precinct in Ballarat North was also funded, which will be the regional home for the Western Bulldogs in 2017. This development also includes funding for an Events Center, which will be the home of Ballarat Basketball, with the construction of a 3000 seat show court.

The Civic Hall redevelopment process progressed significantly, through extensive engagement with the community, to tell us their vision for the CBD Civic Hall Site. Ten concepts for the site were produced, and we are confident that, within the next 12 months, a community focused outcome for this fantastic site will be achieved.

Council completed the delivery of the 50m pool located at the Ballarat Lifestyle and Aquatic Centre. This facility is now recognized as one of the best in the state following recent State swimming championships. This is a real achievement for the City which can now promote another sporting complex of state level standard.

A major achievement for the year was Council adopting the Ballarat Strategy, following two years of consultation, engagement and planning. This strategic document outlines the long term plan for Ballarat, creating the framework for a regional capital city that is viable and sustainable and able to support significant population growth in the future. The vision of this document is:

- » A successful community that has built its future on its beautiful city and great lifestyle
- » A proud community that has retained its unique sense of identity
- » A desirable city that we love to live and work in, with excellent facilities and services
- » A friendly city where the sense of community is a daily cornerstone of our life
- » A healthy and safe community that supports and values its residents.

Ballarat West Employment Zone has advanced significantly in the last year with the release of 60 hectares of land to the market in late 2014. I was pleased to see that this allocation received strong interest which will result in additional jobs for our growing city.

In managing growth, the City faces some challenges ahead. We need to provide residents of our new suburbs a similar level of services and amenity that residents of existing suburbs enjoy. This means we need to fund infrastructure in Ballarat's growth areas to support their development as vibrant communities. Throughout 2014/15 Council invested heavily in asset renewal, with significant emphasis placed on maintaining and managing our current assets.

We continued to inform the community of our activities through the myBallarat publication, have increased our reach through social media, and embraced technology to empower the people of Ballarat to 'Have Your Say'. During the year we have shifted towards a social media environment, which is a really effective way for us to share information, to give rapid community feedback about what we are doing, and also give us a sense of how people feel about the

work we are doing, the decisions we are making, and the strategies we are developing.

The organisation has been working on developing a set of core values and behaviours, as I believe this reflects in the capacity of the organisation to best meet the needs of the community. Leadership is number one and, from my point of view, it is something that every one of our staff members can demonstrate while developing policy, delivering services and working with the community.

Another core value of the organisation that has clearly emerged from this work, is excellence. We can't lose sight of the fact that people and their communities have changing and increasing expectations. The organization is large and diverse, but is working collaboratively to produce effective outcomes for the community.

Challenges/Disappointments

Waste management continues to be one of the biggest challenges for the city. As Ballarat grows, so does the waste produced. Although significant progress has been made, a solution to the city's waste has not been achieved. We are working collectively with all levels of government and have begun planning the Clean Ballarat Initiative, which will provide an integrated approach to all of the city's environmental initiatives. This includes looking at how we manage and deal with waste as well as innovative solutions to our water and energy use. The central focus of this will be a review of waste and landfill operations with a view to utilising these streams to generate energy and

economic opportunity for our community.

Our biggest challenge continues to be balancing our priorities of planning for growth by providing new infrastructure while maintaining and improving our existing \$1.6 billion of community assets.

Significant effort was put into the project for the relocation of the City of Ballarat sale yards including an extensive community consultation process resulting in a panel hearing in June 2015. Although we are close to a decision, approval was not achieved in the past 12 months.

Looking Ahead

Looking ahead, we are more determined than ever to seek innovative and creative ways to deliver what is needed to build a better future for Ballarat and at a higher standard than ever before, whilst managing the challenges of a growing regional city. In response to

feedback from our community, we will again provide more support for community led projects that build stronger communities and we will strengthen our resolve to deliver projects and programs that improve health and wellbeing outcomes for our residents.

We also remain committed to managing our business in a careful and responsible manner so we can meet the needs of our current and future residents.

Anthony Schinck
CEO



A MESSAGE FROM THE CFO

Long-term financial sustainability continues to be one of the key objectives of the City of Ballarat.

A key focus of the financial operations of Council is to deliver those projects outlined in each budget, to have the financial flexibility to deal with unexpected financial opportunities, whilst delivering a financial result within the overall long-term financial strategy of the City of Ballarat.

Key Financial Facts

» Total Income	\$187.837 million
» Operating expenditure	\$140.126 million
» Capital expenditure	\$46.746 million
» Total assets	\$1,632 million
» Total debt	\$33.147 million
» Rate revenue to total recurrent revenue	57.4%
» User fees to total recurrent revenue	15.2%
» Total debt to total assets	2.0%
» Total debt to rate revenue	36.4%

Financial Performance

Council's financial performance continues within the parameters set out in Council's Long Term Financial Strategy. Council's rating strategy has been created and adopted with this in mind and within the parameters of the Long Term Financial Strategy (LTFS).

Detailed information relating to Council's Financial performance is included within the Financial Statements section of this annual report on pages 195.

Successive years have seen Council recognise the need to plan for the future of the city. With the requirements of infrastructure and services of the current municipality, combined with the growing requirements due to the expansion of Ballarat West, Council modified the financial strategy to cater for these needs.

A principle aim of the financial strategy was to cater for this expansion into the future. Over the last year extensive work has been completed to determine the financial requirements for the growth in Ballarat West. This work has seen a change in financial strategy, from the setting up of a growth fund, being changed to adopting a borrowing strategy over the next 10 years to enable Council to not only cater for the current

needs of the municipality, but to cater for the needs of the growth in the municipality. Council wishes to meet these needs as they arise rather than to delay funding until future years.

Net Operating Result

The operating result as stated in this report is that Council achieved a profit of \$47.711 million compared to the original budget of \$11.888 million.

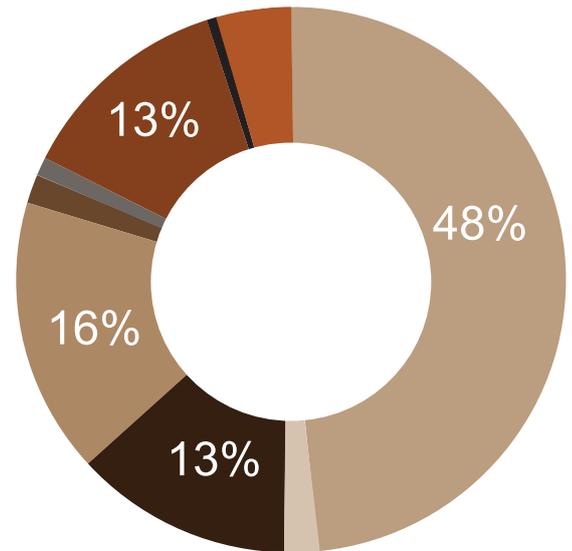
The significant variation between the actual result and the budgeted result is attributable to the rules governing the preparation of the annual accounts. Under these rules there is no ability to modify budgets to take into account carryover funds and the accounting standards applicable to local government do not allow the correct matching of revenues and expenditure for the current financial year.

Council had \$31.9 million dollars in carryover funds which are not reflected in these figures, in addition, Council received funds from state and federal government late in the financial year which are for projects contained in the 2015/16 financial year. Council is required to record this as income however, those funds actually relate to the next financial year. Whilst the issues Council has with the rules governing the preparation of the annual accounts, Council re-adjusts the results to align with the financial strategy to review Council's performance against that strategy.

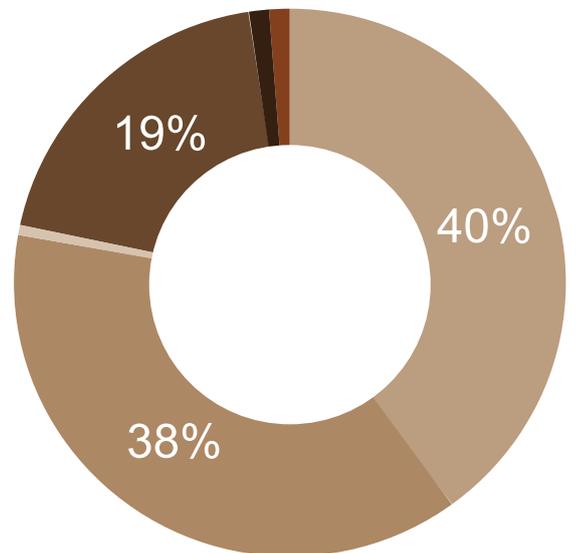
Overall Council continues to deliver a financial performance within the financial parameters of its Long Term Financial Strategy. Council recorded income for the year is \$187.837 with operating expenditure of \$140.126 million.

The following graphs shows the breakdown of income sources and the breakdown of expenditure by category.

Operating Income	%	
Rates and charges	48%	
Statutory fees and fines	2%	
User fees	13%	
Grants - operating	16%	
Grants - capital	2%	
Contributions - monetary	1%	
Contributions - non-monetary	13%	
Net gain/(loss) on disposal of assets	0%	
Fair value adjustments for investment property	0%	
Other income	4%	



Operating Expenditure	%	
Employee Benefits	40%	
Materials and services	38%	
Bad and doubtful debts	0%	
Depreciation and amortisation	19%	
Borrowing costs	1%	
Other expenses	1%	



Capital Works

Council continues to invest heavily in capital works for the municipality. Whilst it is acknowledged that Council still faces challenges in providing sufficient resources to meet the needs of infrastructure, each year Council provides more funds for these purposes. For the 2014/15 year funds spent on capital works were split across the following functions of Council.

Business Unit	%
Art Gallery	0.89%
Arts and Culture	0.23%
CEO	0.03%
City Services	7.01%
City Strategy	0.26%
Community Amenity	0.16%
Community Care and Access	0.00%
Community Development	0.03%
Facilities	3.6%
Family and Children's Services	0.02%
Fleet Management	2.61%

Business Unit	%
Growth and Development	33.23%
Information Services	1.91%
Infrastructure Design and Delivery	20.94%
Learning and Diversity	0.90%
Major Projects	20.73%
Mayor and Councillor Support	0.02%
People and Communities	0.11%
Policy and Project Strategist	0.02%
Property Management	0.02%
Recreation	7.29%

Cash Flow

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

Council's cash and investments levels as at 30 June 2015 were \$50.126 million. This included funds totalling \$22.7 million that related to expenditure that would occur during the 2015/16 financial year and Council subsequently resolved to carry forward to the 2015/16 financial year. Carry overs are divided between Loans (\$11.2m), Grants (\$8.6m) and Council funds (\$2.9). Taking into account the carry over funds Council's cash result for the financial year was an increase in cash levels of \$0.421 million.

Key focus – Strategic goals

The strategic financial goals of the Council are planning for growth in a sustainable way whilst maintaining present and proposed assets.

Glenn Kallio
Chief Financial Officer

Future Planning

The City of Ballarat is currently experiencing a period of strong growth. This is reported at 2.1% which will place many demands on Council for funding new and emerging infrastructure associated with growth. The current economic conditions in the City mean that precise planning must occur with the allocation of matching resources.

This is achieved through the preparation of the Council plan and timely delivery of key objectives and projects within the plan.

The Long Term Financial Strategy expresses the Strategic Objectives of the Council Plan (2013-17) in financial terms. This strategy provides councils commitment for the next 20 years and combined with the Rating Strategy will allow Council the information required for sound financial planning and decision making based on these objectives. Council's financial position is sound and remains in the low to medium risk category as outlined within the Council Plan.

3. OUR COUNCIL



Councillors (left to right) Cr. Crompton, Cr. Innes (Deputy Mayor), Cr. Coates, Cr. Coltman, Cr. Phillips (Mayor), Cr. Hudson, Cr. McIntosh, Cr. Johnson and Cr. Rinaldi.

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



OUR COUNCIL'S STRATEGIC PURPOSE

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

We will achieve our goals by adhering to these principles:

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

THE MUNICIPALITY

The City of Ballarat municipality is divided into three wards: North Ward, South Ward and Central Ward. Each Ward is represented by three Councillors – Councillor profiles start on page 32.

The 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).

Localities

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

City of Ballarat acknowledges the legal responsibility to comply with the Charter of Human Rights and Responsibilities Act 2006 and the Equal Opportunity Act 2010.



Learmonth

NORTH WARD

Miners Rest

CENTRAL WARD

Ballarat

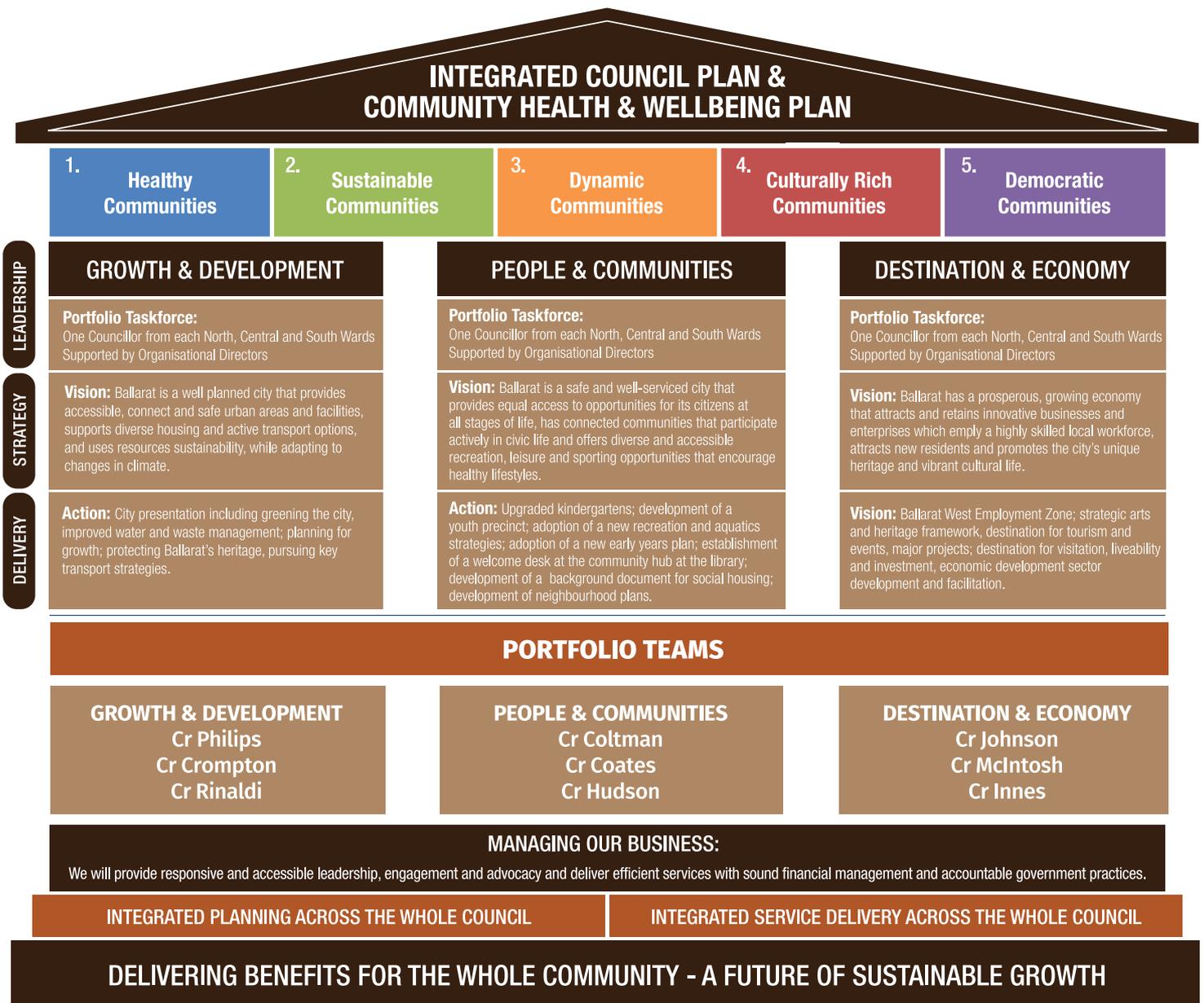
SOUTH WARD

Buninyong

COUNCIL'S PORTFOLIO STRUCTURE

Our Councillor portfolio structure aligns each Councillor's strengths and expertise with the major functions of Council as identified in our Council Plan 2013-17, *Leading Sustainable Growth, Strengthening our Community and Respecting our Heritage*.

City of Ballarat has identified 15 health and wellbeing priorities for the Ballarat community. These priorities are categorised into five Health and Wellbeing Domains which are incorporated into the Council Structure (see 'City of Ballarat – Council Structure' diagram below) and are integrated into all of Council's strategies, actions and operations.



MAYORS 2014-15

OUTGOING MAYOR, CR JOSHUA MORRIS

A Tribute Written for Cr Morris

In Ballarat's long history, few people have earned the honour of wearing the Mayoral chains, of holding the city's highest title in their hometown. And in this select club, there are no doubt only a couple who have stepped down from the position of their accord.

We farewell Mayor Morris as he voluntarily gives up the post to pursue his political career. It must have been a difficult decision, and Mayor Morris will be missed at Town Hall and in the Council Chambers.

After just one year as a Ballarat City Councillor, Cr Morris was elected by his colleagues to the position of Mayor. The second year of a Council term is challenging. With the blueprint established and grand plans made, the second year is about action, motivating the community and making it happen.

Mayor Morris was the right man at the right time. His energy and enthusiasm were motivating for staff and Councillors, and his good humour was always appreciated by his peers. Mayor Morris was calm under pressure and his good nature made him popular and well respected by residents, media, staff and the professional community.

When elected much attention was paid to the fact that Cr Morris was Ballarat's youngest Mayor. It's a fool that equates youth with inexperience or inability.

Mayor Morris is a skilled diplomat and negotiator. He has represented Ballarat and lobbied tirelessly with State and Federal Government to achieve great results for the city.

Well-known for his political passion, Mayor Morris has the unique ability to work with colleagues of all political parties and he is held in great respect and esteem by his fellow Councillors and politicians of all levels of government.

In the past, local statesmen and women have taken the role of Mayor at the end of their careers, a community service for the city they call home. Mayor Morris has served this important role at the other end of his career.

Born and bred in Ballarat, Mayor Morris leaves his post to pursue political office and will no doubt hold many more professional and service roles in the decades to come. I hope he will always recall with pride and fondness his time as the Mayor of Ballarat, his home city. On behalf of the whole Ballarat community, we thank Cr Morris for his service and wish him all the best for the future.

Cr Morris was elected Mayor by his Councillor colleagues in November 2013. He resigned as Mayor in August 2014 and from Council in November 2014.

MAYOR, CR JOHN PHILIPS

Elected Mayor September 2014

Cr John Philips was first elected Mayor by his Councillor colleagues on 12 September 2014, following the resignation of Cr Joshua Morris.

On 27 October 2014 Cr Philips was re-elected as Mayor of Ballarat for 2015.

OUR COUNCILLORS

AT 30 JUNE 2015

The current group of Councillors was first elected to Council on 27 October 2012 for a four-year term. Their representation on Council's many Advisory Committees and Section 86 Committees during 2014-15 is listed on page 48.

COUNCILLOR PROFILES

NORTH WARD



Cr John Philips (Mayor)

Portfolio: Growth & Development

Elected: March 2008

Mayor: Since September 2014

Email: johnphilips@ballarat.vic.gov.au

Phone: 0417 388 706

Twitter: @BallaratMayor

Facebook: www.facebook.com/john.philips

Focus

I believe that we need to plan for sustainable growth, making every endeavour to meet the challenges of our fast-growing city while ensuring Ballarat remains one of the best liveable cities in Australia. In particular we need to improve roads and transport connections, particularly in the rural areas. We also need to make sure that the communication of information from Council meets the needs of our residents.

Highlights 2014-15

1. Building on the overwhelming success of the water play space at the Midlands Reserve by planning two more facilities at the Eureka Swimming Complex and Vickers Street Sebastopol.
2. Finalising the Ballarat Strategy which is an important document that gives us a roadmap for future planning across the City to make sure we best meet the needs of our growing population.
3. Delivering a program of nine new and redeveloped kindergartens right across the City over the past two years.

Disappointments/Challenges

It is disappointing that we haven't yet been able to get a final outcome for the Civic Hall site and the Saleyards relocation.

Looking Ahead

A key focus for me will be working on a new transport and road strategy that will seek to achieve a further strategic north-south road to the west of Ballarat as part of an integrated transport approach across the City. I'm also very excited about the activation of the Ballarat West Employment Zone with businesses moving in and starting operations there.

About

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



Cr Amy Johnson

Portfolio: Destination & Economy

Elected: October 2012

Email: amyjohnson@ballarat.vic.gov.au

Phone: 0417 018 369

Twitter: @01amyjohnson

Facebook: www.facebook.com/01amyjohnson

Focus

I'm passionate about providing strong and rational leadership. I am a vocal advocate for Ballarat's growing business community and a fierce supporter of tourism within the City, acknowledging the significant financial and cultural benefits that it brings to our region. I care strongly about the environment and will continue to advocate innovative waste management solutions for the City and the use of more energy efficient lighting across the city.

Highlights 2014-15

1. Sitting on the Commerce Ballarat Board again, working hard as an advocate for our business community, specifically around the Ballarat West Employment Zone and Economic Program, and working towards getting a reduction in the commercial rate rise across the line.
2. Working with Council Officers to rewrite the Outdoor Dining and Busking Policies that will increase flexibility for our traders and buskers with a particular emphasis on further activating our CBD.
3. Assisting in attracting and delivering major events such as the Winterlude festival, the Cycling Australia Road National Championships and attracting the Archibald Prize 2015 to Ballarat.
4. Contributing to Council's decision to reopen the Black Hill Pool which is an integral part of the Black Hill community.

Challenges/Disappointments

One of my greatest disappointments this year was Council's decision to implement a 40km/hour CBD speed zone trial despite the strong and vocal community opposition to it. I was also disappointed to see the significant cost blow out of \$45,000 for the trial, with one amount given to Councillors before we voted on it and another after.

I remain a strong advocate for installing lights around Lake Wendouree to enable this important community recreational asset to be used for more hours of the day. Unfortunately other Councillors were not supportive of this project and it did not receive any funding during our most recent Budget. To see this project come to fruition I will continue to seek alternative funding sources during the 2015-16 year.

Looking Ahead

Continuing to be a strong advocate for the business community and focusing on further activating our CBD via a range of integrated initiatives. I'm also really passionate about delivering a green waste service for our City and I've been a vocal advocate for this project for a number of years. In July 2016 our residents will finally have the option to 'opt in' to a green waste service which is an important step in the right direction for our City.

About

Cr Johnson (BHealthSci - HealthPromotion/CommunityDevelopment) has been employed as a Prison Officer at HM Prison Langi Kal Kal for the past two years. She is a Board Member at Commerce Ballarat and a member of the Live Music Advisory Committee, the Airport Advisory Committee, the Economic Program Steering Group and the Ballarat Strategy Steering Committee.



Cr Vicki Coltman

Portfolio: People & Communities

Elected: October 2012

Email: vickicolman@ballarat.vic.gov.au

Phone: 0418 357 712

Facebook: www.facebook.com/vickicolman

Focus

My focus is always about talking with and listening to groups and individuals within the community to capture their good ideas. I love the liveability and unique heritage character of our City and I'm passionate about making Ballarat a better place to live for everyone. For me, the process is very important and I'm committed to streamlining planning systems so we can attract capital investment for vital infrastructure to support our rapid growth. As part of a team of Councillors and a leader of our community, I take every opportunity to support our community and advocate on their behalf.

Highlights 2014-15

1. Working towards a sustainable waste solution for Ballarat and being involved working out how we go forward with the Clean Ballarat Initiative.
2. Continuing to work with the community on the Greening Ballarat Initiative to recognise what we have now and make sure we protect and build on it. This includes our habitat, our waterways and our environment in general – two great examples are protecting Victoria Park as an open space and reinstating the Yarrowee River.
3. Successfully lobbying to bring the Australian Local Government Association Transport and Roads Conference to Ballarat in November this year that will see up to 500 Council delegates

spending a week in Ballarat. This is an especially good outcome because this conference is only held in Victoria every nine years.

Disappointments/Challenges

A disappointment for me is we sometimes forget that in our role as Councillors we are a team. It's also disappointing when we fail as an organisation to get our good messages across and so, despite all the great work we do, there's a core element of the community with long-held negative perceptions about Council which are hard to break down.

Looking Ahead

I'm looking forward to continuing to work collaboratively with a range of different groups and bringing people together to make good ideas happen – there is no shortage of great ideas with some good examples being a Vintage Train museum and an RSL museum.

About

Cr Coltman has a passion for Ballarat and its great people and community. A graduate of Federation University and the Australian Institute of Company Directors (AICD), she uses her business and leadership skills to mentor and support local business and community organisations, including as Chair of Headspace Ballarat Consortium and the Art Gallery of Ballarat and a trustee on the Art Gallery Foundation. As a community member Cr Coltman volunteers with United Way reading with young primary students at Yuille Park Community College once a week (a highlight of her week) and mentors young drivers in the 'L to P' Program. As Chair of Council's Positive Ageing and Intercultural Committees she is committed to recognising and supporting the great work these groups do in our community.

SOUTH WARD



Cr Peter Innes (Deputy Mayor)

Portfolio: Destination & Economy

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

Deputy Mayor: Since October 2014

Email: peterinnes@ballarat.vic.gov.au

Phone: 0407 539 683

Facebook: www.facebook.com/CrPeterInnes

About

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

Focus

I am passionate about representing the South Ward and especially the residents of Buninyong. Ballarat is the gateway to Western Victoria and I am confident that Ballarat will develop to become the Capital of Western Victoria with all of the benefits of a major city. I feel grateful to be able to contribute to the strong sense of community that exists in Buninyong and I love the personal interaction I have with South Ward residents in everyday life – whether it's down the street or at the supermarket or playing golf.

Highlights 2014-15

1. Championing the Engaging Communities Program for Buninyong that has delivered more than \$2.6 million into the community over the past two years including the development of the Buninyong Men's Shed, a new kindergarten, new bowling clubrooms, continuing the development of the recreation precinct and the development of the town square.
2. Bringing the first Winterlude festival to Ballarat with the highly popular ice skating and other opportunities – it was great to see the fantastic response from our community.
3. Raising the bar again with the Cycling Australia Road National Championships – this year we had live-to-air international media coverage, putting Buninyong and Ballarat on the world stage.

Challenges/Disappointments

The biggest challenge for me has been that, while we've made progress on the Civic Hall site process, it hasn't been enough. My biggest disappointment

is that there is still a sector within the community that knocks what Council does no matter what. We know we can always do better and that's where we'll put our energy. The bottom line is, we live in a great city which is backed up by it being one of the fastest growing regional cities not only in Victoria but in Australia... and we so have much to be grateful for.

Looking Ahead

I will be working as hard as I can to get an outcome for the Civic Hall site signed off so the community can look forward to seeing progress there. I'll also be continuing to try and bring more of our community along with what we do.



Cr Des Hudson

Portfolio: People & Communities

Elected: March 2002

Deputy Mayor: November 2013 to November 2014

Email: deshudson@ballarat.vic.gov.au

Phone: 0409 865 093

Twitter: @DesHudson13

Facebook: www.facebook.com/councillordeshudson

Focus

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

Highlights 2014-15

1. Delivering the new 50 metre pool and the Ballarat Regional Soccer Facility
2. Finishing the long-term Sport & Recreation Plan that allows local clubs to check on the status of their upgrade projects as part of the \$4.2 million per year spend from Council.
3. Continuing our program of building fantastic new and upgraded facilities right across the City to creating 105 new licensed kindergarten places over the past two years.

Challenges/Disappointments

A challenge for me has been getting take up by residents to have their say on a whole range of important issues affecting our community. We need to continue to strive to make sure we use the best possible community engagement processes.

Looking Ahead

I'll be focused on the continued delivery of our Budget and Capital Program with special attention on the redevelopment of the Sebastopol Library, the creation of a Water Play Facility in Sebastopol and championing the Engaging Communities Program in Sebastopol.

About

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



Cr Jim Rinaldi

Portfolio: Growth & Development

Elected: February 2015

Email: jimrinaldi@ballarat.vic.gov.au

Phone: 0407 325 693

Cr Rinaldi was the successful candidate for the vacant South Ward Councillor position announced following a count back by the Victorian Electoral Commission at the Ballarat Town Hall on 2 February 2015. He was officially sworn in at a Council Meeting in February 2015 and will serve the remainder of the current Council term until the end of 2016. The position was vacated as a result of the resignation of Cr Joshua Morris in November 2014.

Focus

I am committed to making financially responsible decisions and giving our community value for money. I also want to make sure that residents have a say in decisions made by Council that affect them. I will continue to push to improve sporting facilities across the City to maximise healthy lifestyle outcomes for all

residents and it's also important to me that we direct our focus back to roads, footpaths, public lighting and reserves.

Highlights 2014-15

1. The steep learning curve of coming into a role like this mid-way through the Council term.
2. Developing an understanding of the issues that are important to residents in the South Ward.

Disappointments/Challenges

The challenges for me are balancing what the community needs and wants with the need to make financially responsible decisions, balancing the development needs of a fast-growing city while respecting our heritage, and making the right decision

for the community based on the information available.

Looking Ahead

In the year ahead I'm looking forward to starting to use social media to keep in touch with as many members of the community as I can. Of course talking with people face-to-face will always be my priority.

About

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

CENTRAL WARD



Cr Belinda Coates

Portfolio: People & Communities

Elected: October 2012

Email: belindacoates@ballarat.vic.gov.au

Phone: 0417 456 513

Twitter: @BelindaCoates

Facebook: www.facebook.com/pages/Belinda-Coates

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

Focus

I'm passionate about community engagement and participation and bring a wealth of experience in the areas of social inclusion, environmental sustainability and health and wellbeing. I've been working hard to ensure that all decisions of Council consider social, health, cultural, and environmental issues as well as economic and financial factors. Some of my key priorities include ensuring accessible and high quality services across the lifespan, reducing costs through energy efficiency and reducing waste, protecting

and enhancing open space and heritage, ensuring ethical and transparent governance and encouraging creativity and innovation.

Highlights 2014-15

1. Making progress on the Active and Sustainable Transport Strategy and planning initiatives.
2. Chairing the Live Music Advisory Committee and especially tapping into the energy of local musicians and venue operators.
3. Commencing the Inclusive Play Space project in Victoria Park and the great community excitement around that project.

Challenges/Disappointments

It's always challenging balancing the competing values and priorities of the community. This has been particularly obvious in bringing together the diversity of opinion around the Civic Hall site but we are now making good process through the Participatory Community Design Process. Another example is the challenge of balancing long-term financial responsibility with what the local community needs and wants. This was played out with issues around the Black Hill Pool but I believe we are now on track for a great community outcome.

Looking Ahead

I will be looking forward to having an integrated waste solution for the City, real progress in the Civic Hall design process and good environmental outcomes through the Urban Forestry Project and other projects focused on biodiversity such as cleaning up the Yarrowee River.

About

Cr Coates (BSocWork (Melbourne), GradDip Adv Counselling/Psychotherapy (Fed Uni), GAICD) is an experienced community advocate and has had extensive involvement in a diverse range of community groups. As a qualified social worker, she has worked for the past two decades in health and community services, tertiary education and the public service. Cr Coates is a member of the Board of the Central Victorian Greenhouse Alliance.



Cr Glen Crompton

Portfolio: Growth & Development

Elected: July 2014

Email: glencrompton@ballarat.vic.gov.au

Phone: 0409 934 796

Focus

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

Highlights 2014-15

1. Managing the sometimes overwhelming volume of issues big and small to successfully meet the needs of the community.
2. Developing a deeper learning about the process and procedures of the organisation in my first year as a Councillor.

Challenges/Disappointments

It has been challenging working through the implications of the Aquatic Strategy on the Black Hill Pool. A disappointment for me has been the slow development of broader community engagement programs such as enhanced online communication and feedback systems.

Looking Ahead

I'm looking forward to working to deliver the exciting suite of capital projects that have been funded in the current Budget and to working towards the resolution of long-term issues that have bridged more than one term of Council.

About

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



Cr Samantha McIntosh

Portfolio: Destination & Economy

Elected: December 2008

Email: samanthamcintosh@ballarat.vic.gov.au

Phone: 0458 004 880

Facebook: [facebook.com/samantha.mcintosh](https://www.facebook.com/samantha.mcintosh)

Focus

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

Highlights 2014-15

1. Seeing some great successes in 'theming' events throughout our City – a goal I've championed for a long time. A great example was the Winterlude festival where our CBD, tourism businesses and even city infrastructure was 'themed' with music, light displays and events to reinforce the campaign brand more broadly.

2. Creating a register of our asset and infrastructure needs aligned with maintenance needs so we can match it to the Budget. Our assets and infrastructure form a valuable \$1.5 billion package and we are charged with the significant responsibility of looking after them into the future. This register puts us in a position of knowledge so we can make sound informed decisions.
3. The great progress we've made in developments at the Airport as part of ongoing work over the past seven years that includes the creation of the Airport Advisory Committee and airport Master Plan. In particular I'm excited about what has been achieved towards the delivery of the State Emergency Hub. Our visionary plans, including infrastructure and services needed to support this project, will provide a great opportunity to show how we support our regional and interstate neighbors in times of emergency.

Disappointments/Challenges

There are challenges around being judged by our community on the lack of delivery of some major projects such as the Civic Hall site, saleyards and showgrounds that is a barrier to the community seeing all the good work that we're doing across the City. There's no question it has been challenging delivering these projects and I'm pleased that, after a decade of hard work on the Civic Hall site, we're on the cusp of a great outcome.

Looking Ahead

I am excited about seeing further activation of our CBD including development in the areas of street dining, music and flow of people. We have unique and beautiful streetscapes and buildings that have enormous potential to shape a CBD that is stimulating and vibrant and makes us feel good. Our award winning Historic Urban Landscapes Project will help steer planned response to population growth while maintaining our very unique personality as a successful modern city.

About

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



OUR YOUTH COUNCILLORS

AT 30 JUNE 2015

Our Youth Council Program encourages young people aged 12 to 25 years to undergo training to enhance their skill set, initiate projects of importance to young people and provide input to Council staff looking for youth representation on strategies and plans. Youth Council is a committee of young leaders who advocate on behalf of young people in our community. The program also provides young people with the opportunity to gain a greater understanding and awareness of local issues in Ballarat.

The Youth Council program began in 1998 with more than 200 local people completing the program. People can access information on the program by 'liking' our B'You Ballarat Facebook page. www.facebook.com/ballaratyouthservices

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

For more information see page 138.

What we said

Continue to foster leadership opportunities for youth.

What we did

A new Youth Council was elected in December 2014. Since being elected they have met with the Mayor and CEO, provided a voice for youth for City of Ballarat's Digital Futures Strategy, and participated in leadership training with the Youth Affairs Council of Victoria.

Ballarat's 2015 Youth Councillors

Tom Conlan , 23, Endorsed Enrolled Nurse	Renae Skirka , 21, Federation University
Kaitlin Eden , 16, Mount Clear Secondary College	Emmi Gale , 15, Loreto College
Sorrel Gillard , 17, Mount Clear Secondary College	Rob Prydderch , 24, Parent
Lucy Stoel , 15, Mount Clear Secondary College	Kruiz Jenkins , 14, Phoenix Community College
Kaysha Seamons ; 23, Australia's College	James Tung , 16, Y2 Community
Henry Zhang , 16, Mount Clear Secondary College	Rachelle Binks , 16, Damascus College
Emerson Cross , 18, Ballarat Clarendon College	Michaela Ingwersen , 15, Ballarat High School
Lamourette Folly , 18, Phoenix Community College	Brodie Parr McAdam , 18, Federation University



4. GOVERNANCE

OVERVIEW

Throughout this Governance section you can find actions undertaken in 2014-15 to achieve our Strategic Objectives (see below) per the Council Plan 2013-17. More detail on the actions related to these Strategic Objectives can be found in the Our Performance: Managing our Business section of this Annual Report starting on page 174.

OUTCOME 1: An organisation that always governs with transparency

The highest level integrity in all matters of governance

STRATEGIC OBJECTIVE: Demonstrate and deliver best practice governance

OUTCOME 2: An organisation that truly engages its community

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

STRATEGIC OBJECTIVE: Innovate and provide dynamic communication and engagement that encourages community participation.

The City of Ballarat elected Council is constituted under the *Local Government Act 1989* to provide leadership and direction for good governance for the community and municipality. Our Councillors are committed to work together in the best interest of the people within the municipality and to discharge responsibilities to the best of their skill and judgment. Council adopts good governance principles by making decisions based on proper processes and systems and by making sure Council Officers carry out these decisions appropriately. We are committed to good governance to ensure that Council operates effectively, efficiently, impartially and with integrity and compassion.

Councillor Code of Conduct

The *Local Government Act 1989* requires Councils to develop and approve a Code of Conduct within 12 months after each general election. Our Council adopted its current Code of Conduct in July 2013. The Councillor Code of Conduct provides the framework and principles of practice for the elected officials of the City of Ballarat.

City of Ballarat Councillor Principles of Practice

We will:

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

To read the City of Ballarat's Councillor Code of Conduct go to...

<http://www.ballarat.vic.gov.au/ac/budget-reports-and-plans/council-policies.aspx>

DEMOCRATIC GOVERNANCE AT CITY OF BALLARAT

CONFLICT OF INTEREST

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

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

Figure 4.1: Conflicts of Interest Declared at Council and Special Committee Meetings

The table below shows that 35 conflicts of interest were declared at Council and Special Committee Meetings during 2014-15.

Councillor	Total	Councillor	Total
Cr Belinda Coates	0	Cr Amy Johnson	2
Cr Vicki Coltman	7	Cr Samantha McIntosh	8
Cr Glen Crompton	3	Cr Joshua Morris	2
Cr Des Hudson	3	Cr John Philips	7
Cr Peter Innes	0	Cr Jim Rinaldi	3

COUNCILLOR ALLOWANCES & EXPENSES

Councillor Allowances

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

Figure 4.2: Councillor Remuneration 2014-15

The table below shows the allowance paid to each Councillor.

Councillor	Remuneration \$
Cr John Philips	69,834.08
Cr Peter Innes	25,467.08
Cr Des Hudson	25,467.08
Cr Samantha McIntosh	25,467.08
Cr Belinda Coates	25,467.08
Cr Vicki Coltman	25,467.08
Cr Amy Johnson	25,467.08
Cr Glen Crompton	24,780.62
Cr Jim Rinaldi	10,485.53
Cr Joshua Morris	20,213.95
Cr John Burt	12.02

Councillor Expenses

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

Figure 4.3: Councillor Expenses 2014-15

The table below shows the expenses paid to each Councillor in 2014-15.

	Travel & Accommodation \$	Expenses Reimbursement \$	Conferences \$	Meals Provision \$	Civic Receptions/ Functions \$	Stationery \$	Memberships \$	Miscellaneous Expenses \$
Cr John Philips	2,154.82	7,763.15	1,190.91					
Cr Peter Innes	2,904.75	2,759.55						
Cr Des Hudson	1,557.00	2,949.85						
Cr Samantha McIntosh	8,714.24	7,948.44	18.18	146.91				
Cr Belinda Coates		5,274.24	518.18	36.36	500.00	10.00		
Cr Vicki Coltman	1,043.93	8,826.60	1,244.81				489.09	
Cr Amy Johnson	3,470.35	4,753.75	1,190.00	142.55				127.27
Cr Glen Crompton	1,217.97	2,166.51	1,117.27					
Cr Jim Rinaldi								
Cr Joshua Morris	1,278.18	4,470.48	(561.29)					
Cr John Burt		100.49						

COUNCIL MEETINGS

This section covers Council and Committee Meetings including Special Meetings of Council.

Council Meetings

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

» 22 Ordinary Meetings of Council were held

Six Special Meetings of Council were held in the 2014/15 Financial Year, as follows:

- » 2 July 2014 to hear verbal and written submissions pertaining to the draft Council Budget 2014/15;
- » 16 July 2014 to install Councillor-elect Cr. Crompton;
- » 12 September 2014 to elect Cr. John Philips as Mayor of the Ballarat City Council for the remaining 2014 Mayoral term, following the resignation of Cr. Joshua Morris.
- » 27 October 2014 to elect a Mayor and Deputy Mayor for the 2014/15 term.
- » 4 March 2015 to consider submissions made in writing regarding the proposed closure of an active railway crossing to facilitate the re-opening of the Avenue Road railway level crossing.
- » 17 June 2015 to hear verbal and written submissions to the reviewed 2013-17 Council Plan and draft Council Budget 2015/16.

Assembly Meetings

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

Figure 4.4: Councillor Attendance at Ordinary Meetings of Council

The table below shows the meetings attended by each Councillor in 2014-15.

Councillor	Ordinary Meetings of Council	Special Council Meetings	Apology/Leave of Absence/ Not a Councillor	Number of Meetings Attended
Cr Coates	22	6	0	28
Cr Coltman	22	6	4	24
Cr Crompton	22	6	3	25
Cr Hudson	22	6	3	25
Cr Innes	22	6	0	28
Cr Johnson	22	6	5	23
Cr McIntosh	22	6	1	27
Cr Morris*	22	6	17	11
Cr Philips	22	6	1	27
Cr Rinaldi**	22	6	17	11

*Cr Morris resigned from Council in November 2014

** Cr Rinaldi was sworn in as a Councillor in February 2015

Figure 4.5: Councillor Attendance at Special Meetings of Council

The table below shows the meetings attended by each Councillor in 2014-15.

Councillor	Assembly Meetings	Apology / Leave of Absence / Not a Councillor	Number of Meetings Attended
Cr Coates	22	3	19
Cr Coltman	22	2	20
Cr Crompton	22	2	20
Cr Hudson	22	4	18
Cr Innes	22	2	20
Cr Johnson	22	4	18
Cr McIntosh	22	5	17
Cr Morris*	22	16	6
Cr Philips	22	2	20
Cr Rinaldi**	22	14	8

*Cr Morris resigned from Council in November 2014

** Cr Rinaldi was sworn in as a Councillor in February 2015

Public Question Time at Council Meetings

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

Public Representations at Council Meetings

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

COUNCILLOR COMMITTEE REPRESENTATION

ADVISORY & NON-ADVISORY COMMITTEES, GROUPS & ORGANISATIONS

As part of our Strategic Objective of encouraging our community to participate more in decision making that affects them, traditional community engagement opportunities continue to be available to residents through membership of one of Councils' many Advisory Committees and Section 86 Committees. The *Local Government Act 1989* allows Councils to establish one or more special committees consisting of Councillors, Staff, and others.

The tables following provide a list of all committees and Councillor representations on Committees for 2014-15. Councillors were appointed as Council representatives on a range of special interest committees and networks.

Figure 4.6: Groups and Organisations with Councillor Representation (Not Established as Advisory or Section 86 Committees)

Organisation	Portfolio Team	Councillor	Frequency of Meetings	Council Officer
Arch of Victory/ Avenue of Honour Advisory Committee – North Ward	<i>Growth & Development</i>	Cr Crompton Cr Philips	1st Tuesday of every 3rd month 12.30-2pm	Manager Planning Implementation
Art Gallery of Ballarat Board	<i>Destination & Economy</i>	Cr Coltman	2nd Monday of each month	General Manager, City Strategy
Australian Local Government Women's Association		Cr Coates	Events & annual conference	
Ballarat ICT	<i>Destination & Economy</i>	Cr Coltman		General Manager, City Strategy
Ballarat Regional Tourism Board	<i>Destination & Economy</i>	Cr Innes	Monthly 3rd Tuesday 7-9am	General Manager, City Strategy
Castlemaine (Mine) Environmental Advisory Committee	<i>Growth & Development</i>	Cr Innes (backup Cr Coates)	Quarterly 1st Thursday 4.30- 5.30pm (Feb, May, Aug & Nov)	Representative from Council's Planning Department
Central Highlands Mayors' & CEOs' Forum		Mayor of the Day (Cr Philips), (backup Deputy Mayor Cr Innes)	Bi-Monthly 4th Friday 9.30- 12.30pm	Chief Executive Officer
Central Victorian Greenhouse Alliance	<i>Growth & Development</i>	Cr Coates		General Manager, City Infrastructure
Commerce Ballarat	<i>Destination & Economy</i>	Cr Johnson	3rd Thursday of each month	General Manager, City Strategy

Organisation	Portfolio Team	Councillor	Frequency of Meetings	Council Officer
Committee for Ballarat		Mayor of the Day (Cr Philips)	Bi-Monthly 1st Tuesday of each month 4-6pm	Chief Executive Officer OR General Manager, City Infrastructure
Grampians Central West Waste & Resource Recovery Group	<i>Growth & Development</i>	Cr Philips		General Manager, City Infrastructure
Local Learning Education Network	<i>People & Communities</i>	Cr Coates (backup Cr Innes)		Manager Learning & Diversity
Municipal Association of Victoria (MAV)		Cr Coates (backup Cr Coltman)	State Council & Annual Conference	Chief Executive Officer
MAV Rural South Central Region Group		Cr Coates (backup Cr Coltman)	Quarterly since Feb 2013 11-12.30pm	Chief Executive Officer
MAV Arts and Culture Committee		Cr Coltman	Every 4 months	Chief Executive Officer
MAV Multicultural Committee		Cr Coltman	Every 4 months	Chief Executive Officer
Museum of Australian Democracy at Eureka (M.A.D.E)	<i>Destination & Economy</i>	Cr Philips		General Manager, City Strategy
Regional Cities Group		Mayor of the Day (Cr Philips) (backup Deputy Mayor Cr Innes)	Bi-Monthly 10-1pm	Chief Executive Officer
Responsible Gambling Committee	<i>People & Communities</i>	Cr Hudson (backup Cr Coates)		Social Planning Officer
Victorian Local Governance Association (VLGA)		Cr Coates	End of year & ad hoc events, annual conference in NSW	Chief Executive Officer

Figure 4.7: Special Committees of Council Created Pursuant to Section 86 of the *Local Government Act 1989*

Committee	Portfolio Team	Councillor Representative	Other Members appointed by Council	Frequency of Meetings	Council Officer
Ballarat Friends of Ainaro Community Special Committee	<i>People & Communities</i>	Cr Coates (backup Cr Hudson)	Desley Beechey, Christopher Bluett, Barry Flynn, Robert Gray, Dianne Hadden, Anthony Haintz, Dianne McGrath, Andrew Miller and Sean O'Keeffe	Monthly	Cultural Partnerships Officer
CEO Performance Review Special Committee		All Councillors	Nil	As required	Chief Financial Officer
Community Impact Special Committee	<i>People & Communities</i>	Cr Coates, Cr Coltman, Cr Hudson	Barbara Hughes, Peter Rademaker and Geoff Sharp	Monthly	General M'ger, People & Communities, M'ger Community Engagement
Contracts Approval Special Committee	<i>Growth & Development</i>	Cr Crompton, Cr Philips, Cr Rinaldi	Nil	Weekly	Chief Financial Officer
Her Majesty's Theatre Board Special Committee	<i>Destination & Economy</i>	Cr McIntosh	Timothy Gay, Ron Harrington, Brett Macdonald, Daniel Moloney, Peter Morey, Michael Porter, Scott Sherritt and Peter Zala	6 weekly	General Manager, City Strategy
Invermay Recreation Reserve Special Committee – North Ward	<i>People & Communities</i>	Cr Coltman (backup North Ward Cr)	Jabez Armstrong, Ian Daniel, Geoffrey Fraser, Marianne Farrar, Ian Martin, Peter Nunn and Ruth Nunn	Every 2nd month on 3rd Mon 6.45pm	Manager Sport & Recreation

Figure 4.8: Committees Established Under Other Acts

Committee	Portfolio Team	Councillor	Frequency of meetings	Council Officer
Ballarat West Town Common	<i>Growth & Development</i>	All Councillors (as Trustees)	Not required	Property Services Manager
Coghills Creek / Glendaruel Cemetery	<i>Growth & Development</i>	All Councillors (as Trustees)	Not required	Property Services Manager
Learmonth Cemetery	<i>Growth & Development</i>	All Councillors (as Trustees)	Not required	Property Services Manager
Municipal Emergency Management Planning Committee	<i>People & Communities</i>	Cr Philips (backup Cr Coates)	Quarterly	Municipal Emergency Manager
Municipal Fire Management Planning Committee	<i>People & Communities</i>	Cr Philips (backup Cr Coates)	Min 3 times/year & special meetings as required in Summer	Municipal Emergency Manager, Municipal Fire Prevention Officer

Figure 4.9: Advisory Committees Created by Council (Defined as Assemblies of Council Under the Local Government Act 1989)

Committee	Portfolio Team	Councillor	Frequency of meetings	Council Officer
Ascot Hall Committee – North Ward	<i>People & Communities</i>	Cr Johnson (backup North Ward Cr)	As need basis	Community Engagement Support Officer
Ballarat Airport/ Aerodrome Advisory Committee – North Ward	<i>Growth & Development</i>	Cr Johnson, Cr McIntosh, Cr Philips (backup North Ward Cr)	Bi-Monthly 1st Wed Feb, May, Aug, Nov. 8-9.30am	Airport Manager Manager Property Services Manager Economic Development
Ballarat Aquatic Centre Committee	<i>People & Communities</i>	Cr Hudson (backup Cr Coates)	Quarterly	Manager Sport & Recreation
Ballarat Heritage Advisory Committee	<i>Growth & Development</i>	Cr McIntosh (backup Cr Coltman)	Bi-Monthly	
Ballarat Live Music Strategy Advisory Committee	Destination & Economy	Cr Coates Cr Crompton	Monthly	Manager Arts & Culture <i>NOTE: Note that the Committee will dissolve at the establishment of the Ballarat Live Music Strategy in November 2015.</i>
Ballarat Livestock Selling Centre Advisory Committee	<i>Destination & Economy</i>	Cr Johnson Cr Rinaldi		Project Manager

Committee	Portfolio Team	Councillor	Frequency of meetings	Council Officer
Ballarat Municipal Observatory Advisory Committee	<i>Growth & Development</i>	Cr Hudson	Bi-Monthly	<i>Property Services Manager</i>
Ballarat Regional Soccer Facility Advisory Committee	<i>People & Communities</i>	Cr Hudson Cr Innes	Monthly	Manager Sport & Recreation
Ballarat Strategy Steering Committee	<i>Growth & Development</i>	Mayor of the Day (Cr Philips) Cr Coates Cr Coltman Cr Johnson		Chief Executive Officer General Manager, City Strategy <i>NOTE: will cease after adoption of new Strategy</i>
Ballarat West Structure Plan Advisory Committee	<i>Growth & Development</i>	Cr Philips	Quarterly Last Tuesday of Month 2-4pm Feb, May, Aug & Nov	Chief Executive Officer, General Manager, City Infrastructure, General Manager, People & Communities, General Manager, City Strategy & Manager Planning Strategy
Brown Hill Hall Committee – North Ward	<i>People & Communities</i>	Cr Coltman (backup North Ward Cr)	Quarterly	Community Engagement Support Officer
Buninyong Community Hall Committee – South Ward	<i>People & Communities</i>	Cr Innes	As need basis	Community Engagement Support Officer
Burrumbeet Soldiers Memorial Hall Committee – North Ward	<i>People & Communities</i>	Cr Philips (backup North Ward Cr)	Monthly	Community Engagement Support Officer
Cardigan Village Community Centre Advisory Committee – North Ward		Cr Philips (backup North Ward Cr)		Community Engagement Support Officer <i>NOTE: new Advisory Committee to be established in 2015</i>
Child Friendly Ballarat Advisory Committee	<i>People & Communities</i>	Cr Coates (backup Cr Hudson)	Monthly	Family & Children's Services Manager
Community Safety Advisory Committee	<i>People & Communities</i>	Cr Hudson (backup Cr Coltman)	Every two months	Community Safety & Wellbeing Officer
Disability Advisory Committee	People & Communities	Cr Coates (backup Cr Coltman)	Quarterly Bi-Monthly	Rural Access Coordinator
Eureka Commemorative Advisory Committee – South Ward	<i>Destination & Economy</i>	Mayor of the Day (Cr Philips)	Monthly	Manager Arts & Culture

Committee	Portfolio Team	Councillor	Frequency of meetings	Council Officer
Intercultural Advisory Committee	<i>People & Communities</i>	Cr Coltman (backup Cr Coates)	Quarterly	Cultural Partnerships Officer
Koorie Engagement Action Group Advisory Committee	<i>People & Communities</i>	Cr Coates (backup Cr Coltman)	Monthly	Cultural Partnerships Officer
Lake Learmonth Advisory Committee – North Ward	<i>Growth & Development</i>	Cr McIntosh (backup North Ward Cr)	Bi-monthly 1st Tues 7.30-9pm (Feb, April, June, Aug, Oct & Dec)	Lakes Management & Events Officer
Lake Wendouree & Gardens Advisory Committee – Central Ward	<i>Growth & Development</i>	Cr Coates Cr Crompton	Bi-monthly Tuesday 5-7pm (Feb, April, June, Aug, Oct, Dec)	Coordinator Parks & Gardens
Miners Rest Hall Advisory Committee – North Ward	<i>People & Communities</i>	Cr Philips (backup North Ward Cr)	Quarterly	Community Engagement Support Officer
Mt Buninyong Reserve Advisory Committee – South Ward	<i>Growth & Development</i>	Cr Innes	Twice a year March & Sept 3.30pm	Manager City Services
Positive Ageing Advisory Committee	<i>People & Communities</i>	Cr Coltman (backup Cr Coates)	Bi-Monthly	Positive Ageing Development Officer
Public Art Advisory Committee	<i>Destination & Economy</i>	Cr Coates Cr Hudson Cr Innes	Quarterly	Public Art Coordinator
Road Safety Advisory Committee	<i>Growth & Development</i>	Cr Hudson (backup Cr Philips)	Bi-Monthly Thurs 20th Dec 3-4.30pm	Manager Infrastructure Design & Delivery Coordinator Traffic & Transport
Sebastopol RSL Hall Advisory Committee – South Ward	<i>People & Communities</i>	Cr Hudson (backup Cr Innes)	Monthly	Community Engagement Support Officer
Water Resources Committee	<i>Growth & Development</i>	Cr Philips (backup Cr Coates)	Bi-Monthly	Strategic Waste Officer
Western Highway Action Group	<i>Growth & Development</i>	Cr Coltman Cr Philips	Bi-Monthly	Manager Infrastructure Design & Delivery

Figure 4.10: Non-Advisory Committees (Defined as Assemblies of Council under the *Local Government Act 1989* & require Councillor Representation)

Committee	Portfolio Team	Councillor	Frequency of meetings	Council Officer
Active Transport Working Group	<i>Growth & Development</i>	Cr Coates, Cr Coltman, Cr Johnson	Quarterly	Manager Infrastructure Design & Delivery, Manager Planning Implementation <i>NOTE: the Group will dissolve at the establishment of the Sustainable Transport Strategy.</i>
Ballarat Civic Hall Partnership Group	<i>Growth & Development</i>	Mayor of the Day (Cr Philips), Cr Innes, Cr McIntosh	Monthly	Manager Planning Implementation
Eureka Precinct Stakeholder Advisory Group	<i>Growth & Development</i>	Mayor of the Day (Cr Philips), Cr Coltman, Cr Johnson	Monthly	Manager Major Projects

Figure 4.11: Portfolio Teams (Defined as Assemblies of Council under the *Local Government Act 1989*)

Portfolio Team	Councillor Representative	Council Officer
Growth & Development	Cr Crompton, Cr Philips, Cr Rinaldi	General Manager, City Infrastructure
Destination & Economy	Cr Innes, Cr Johnson, Cr McIntosh	General Manager, City Strategy
People & Communities	Cr Coates, Cr Coltman, Cr Hudson	General Manager, People & Communities
Finance	Cr Coates, Cr Coltman, Cr Hudson, Cr Innes	Chief Financial Officer

GOVERNANCE MANAGEMENT

To achieve better decision making by Council a number of statutory and better practice items have been implemented to strengthen its management and governance framework.

The Act requires Council to undertake an assessment against the prescribed Governance and Management checklist and include this in its Report of Operations. Council's Governance and Management checklist results are set out in the section below. The following items have been highlighted as important components of the management and governance framework.

EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. The annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative for the 2014-15 year. The external auditors present the annual audit plan at the May Audit Committee meeting and the August Audit Committee meeting present the Audit Report. The signed audit management letter and responses are also provided to the Audit Committee. Please refer to page 202 Financial Statements.

INTERNAL AUDIT

STRATEGIC OBJECTIVE: Demonstrate and deliver best practice governance by ensuring corporate reporting is provided to Council through the support of the legislated Audit Advisory Committee.

- » Managing, monitoring and reporting compliance of Insurance Liability and Risk Framework.

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. The Finance Department is jointly resourced by an in-house Internal Auditor who is an external auditor with extensive local government experience. One of the key roles of the Audit Advisory Committee (see below) is to award a contract for this service.

AUDIT ADVISORY COMMITTEE

The Audit Advisory Committee provides an independent assessment of Council's financial systems on behalf of Council. It assists Council to fulfil its responsibilities in the areas of corporate governance, stewardship, leadership and control.

The City of Ballarat Audit Advisory Committee charter states that the Audit Advisory Committee is to facilitate:

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

All Local Government Authorities are required to establish an Audit Advisory Committee under the *Local Government Act*.

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

Figure 4.12: Auditory Advisory Committee Members

The table below shows the make up of the Committee in 2014-15.

Independent Committee Members	Councillor Representative	Frequency of Meetings	Council Officer Reps
Michael Porter (Chair), Shane Bicknell, Geoff Johnson and Rex Carland	Mayor of the Day (Cr Philips), Cr Coates, Cr Coltman	Quarterly	Chief Executive Officer, Chief Financial Officer

Figure 4.13: Independent Auditory Advisory Committee Members – Profiles

The table below shows the profiles of the IAA Committee members in 2014-15.

Name	Title	Profile of Independent Members	Meetings Attended (of 5)
Mr Michael Porter	(Chair from 10/9/14)	Mr Porter is a self-employed Project Manager and Consultant residing in Ballarat. He holds a Bachelor of Business Studies (Enterprise Development), Graduate Certificate in Change Management and is a Graduate of the Australian Institute of Company Directors (Diploma).	5
Mr Rex Carland	(Chair 1/7/14-10/9/14)	Mr Carland is a Fellow of CPA Australia with over 30 years' accounting experience. He holds a Bachelor of Commerce from Deakin University and is a member of Australasian Compliance Institute.	5
Mr Geoff Johnson		Mr Johnson is a Certified Practising Accountant and is currently the Finance Manager at Haymes Paint. He is also a volunteer Bail Justice and Justice of the Peace.	5
Mr Shane Bicknell		Mr Bicknell is a Chartered Accountant and is the Principal of Bicknell's Accountants.	5
Cr Joshua Morris	Mayor – resigned Sept 2014	N/A	1
Cr John Philips	Mayor elected Sept 2014	N/A	1
Cr Vicki Coltman	Elected October 2013	N/A	5
Cr Belinda Coates	Elected October 2013	N/A	3

Figure 4.14: Reports Considered by the Audit Advisory Committee

The table below shows the reports considered by the Committee in 2014-15.

No	Report Title	Date
AC439	Internal Audit Report – Creation and Maintenance of Strategic Plan	6 August 2014
AC440	Review of Planning	6 August 2014
AC441	State of Council Assets	6 August 2014
AC442	Internal Audit Report – Review of Actions on Past Reports	6 August 2014
AC443	Draft Fraud Policy	6 August 2014
AC444	Matrix of Outstanding Items	6 August 2014
AC445	2013-14 Annual Financial Statements	10 September 2014
AC446	Victorian Auditor General – Closing Report	10 September 2014
AC447	Enterprise Risk Plan Update	10 September 2014
AC448	Climate Change Risk Management	10 September 2014
AC449	Internal Audit Report – Child Care Units Revenue and Receipting Review	10 September 2014
AC450	Outstanding Items in Internal Audit Report - Review of Actions on Past Reports	10 September 2014
AC451	Appointment of Chairman for the ensuing 12 Months	10 September 2014
AC452	Matrix of Outstanding Items	10 September 2014
AC453	Review of Planning	26 November 2014
AC454	Interest Returns Report	26 November 2014
AC455	Enterprise Risk Plan Update	26 November 2014
AC456	Victorian Auditor General's Review into the Management of Landfills in Victoria	26 November 2014
AC457	Schedule of Meetings for 2015	26 November 2014
AC458	Matrix of Outstanding Items	26 November 2014
AC459	Insurance Update and 2014-15 Risk Program	11 February 2015
AC460	Internal Audit Report – Major Project Review of Ballarat Regional Soccer Facility	11 February 2015
AC461	Induction Process for Meals on Wheels Volunteers	11 February 2015
AC462	Internal Audit Report – Operational Review of Showgrounds	11 February 2015
AC463	Internal Audit Report – Building Services Unit Operational Review	11 February 2015
AC464	Internal Audit Report – Major Project Review of Landfill Upgrade	11 February 2015
AC465	Internal Audit Report – Project Prioritisation	11 February 2015
AC466	Matrix of Outstanding Items	11 February 2015

No	Report Title	Date
AC467	Victorian Auditor General – Audit Strategy 2014-15	29 April 2015
AC468	Internal Audit Report – Review of Art Gallery	29 April 2015
AC469	Internal Audit Report – Major Project	29 April 2015
AC470	Internal Audit Report – Work Order Management	29 April 2015
AC471	Internal Audit Report – Depot Site Reviews	29 April 2015
AC472	Insurance Update and Risk Program	29 April 2015
AC473	IBAC Review of Integrity Frameworks in 6 Victorian Councils	29 April 2015
AC474	Victorian Auditor General's Office – Local Government Results of the 2013-14 Audits	29 April 2015
AC475	Victorian Auditor General's Office – Effectiveness of Support for Local Government	29 April 2015
AC476	Matrix of Outstanding Items	29 April 2015

RISK MANAGEMENT FRAMEWORK & POLICY

STRATEGIC OBJECTIVE: Demonstrate and deliver best practice governance by managing, monitoring and reporting compliance of Insurance Liability and Risk Framework.

CHALLENGES/DISAPPOINTMENTS

In 2014-15 we faced the following challenges and disappointments:

- » A change in structure and staffing resources during the year has impacted several areas
- » Risk software project not achieving the desired adoption required to achieve progression against risk culture maturity model
- » Risk assessments are still not fully integrated into all major initiatives
- » Business continuity planning has only been completed for core services

LOOKING AHEAD

In 2015-2016 we are committed to the following actions to support achieving our Strategic Objectives as outlined in the Council Plan 2013-17:

- » Build greater functionality of risk management capability
- » Increase awareness of risk processes toward full integration into broad business practices
- » Complete roll out of training for risk software, risk management and business continuity

OUR PERFORMANCE 2014-15

In 2014-15 we continued to improve our systems and practices to make sure that they are sustainable and secure in six key areas to achieve our Strategic Objectives as outlined in the Council Plan 2013-17:

1. A Performance Measurement System

Objective	Action	Outcome
Reduce Council's risk exposure to determine the effectiveness of the framework.	<p>Introduced proactive tree inspections.</p> <p>Improved maintenance schedules.</p> <p>Implemented a standardised asset management system.</p> <p>Increased early defects and hazards risk identification.</p>	City of Ballarat has experienced a significant reduction in both under excess Public Liability claims and above excess claims. Under excess claims have been successfully denied due to improved risk management processes through early identification and treatment. This action has ensured increased public safety and reduced council risk exposures.

2. A Risk Management Capability Maturity Matrix

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

Objective	Action	Outcome
Move from an ad hoc and initial stage of maturity to the objective of Managed/Optimised level as per the Risk Management Capability Maturity Matrix	<p>Incorporated the Risk Management Capability Maturity Matrix into enterprise risk analysis.</p> <p>Created risk actions for all positions supported by training that details desired state.</p>	There has only been minor progression of movement on the maturity scale.

3. Communication & Training

Objective	Action	Outcome
Increase the quantity and quality of risk communications.	<p>Offered a tailored one-day intensive risk management training course to all employees on an annual basis.</p> <p>Conducted monthly risk management induction for new and existing employees.</p>	<p>Employees are trained in the basic principles of Risk Management. Training includes information on policy and procedures; identifying and managing risk; and leveraging insurance.</p> <p>The introduction of a tailored risk management training contributed to a large reduction in Council's liability risk exposure as well as assisting in embedding a Risk Management culture across the organisation.</p>

4. Enterprise, Project and Operational Risk Registers

Objective	Action	Outcome
Develop three risk appetite statements to ensure risks are identified and managed at all levels of the organisation. Enterprise, Project and Operational.	<p>Developed Enterprise, Project and Operational risk appetite documents that have been embedded across the organisation that clearly define risk tolerance, risk targets and risk limits.</p> <p>Conducted 12 Enterprise Risk Workshops where 50 identified Risks were documented and assessed.</p>	<p>Risks are documented, analysis conducted, treated and further actions allocated to monitor and review.</p> <p>Internal stakeholders engaged and consulted to deliver alignment between councils Risk registers with the current Council Plan.</p>

5. Responsibilities of Internal and to External Stakeholders

Objective	Action	Outcome
Build risk capability through stakeholder partnership.	Allocated risk management responsibilities at Enterprise, Project and Operational levels. Developed risk compliance reporting.	Development of key result areas for position description for all staff and committees.

6. Risk Management Culture and Branding

Objective	Action	Outcome
Support and encourage a risk aware culture within the City of Ballarat by endorsement and promotion the City of Ballarat's Risk Management Framework.	<p>Developed a "whole of organisation" approach to risk management responsibility.</p> <p>Incorporated Risk Management Framework specific elements against defined alignment of roles and responsibilities.</p> <p>Implemented single source of risk management software.</p>	<p>Roles statements have been developed.</p> <p>Risk management software implementation is still in progress and requires further resources to achieve desired goals.</p>

SUSTAINABLE MANAGEMENT **OF ASSETS**

The sustainable management of Councils assets is a key priority. The following categories carry the methodology for precise and sustainable asset management. Further information on this can be found in Section 6.1 Our Performance: Sustainability in this Annual Report starting on page 104.

Environmental

The sustainable management of assets ensures that they deliver service for the estimated life, reducing the need for premature renewal. This in turn reduces the required natural resources and the environmental impact in delivering the service.

Economic

Improved lifecycle management of infrastructure assets will provide an economic benefit to Council and the community.

Financial/Resources

By applying sound asset management practices enabling long-term financial planning, Council will be better able to plan and manage asset maintenance and renewal expenditure.

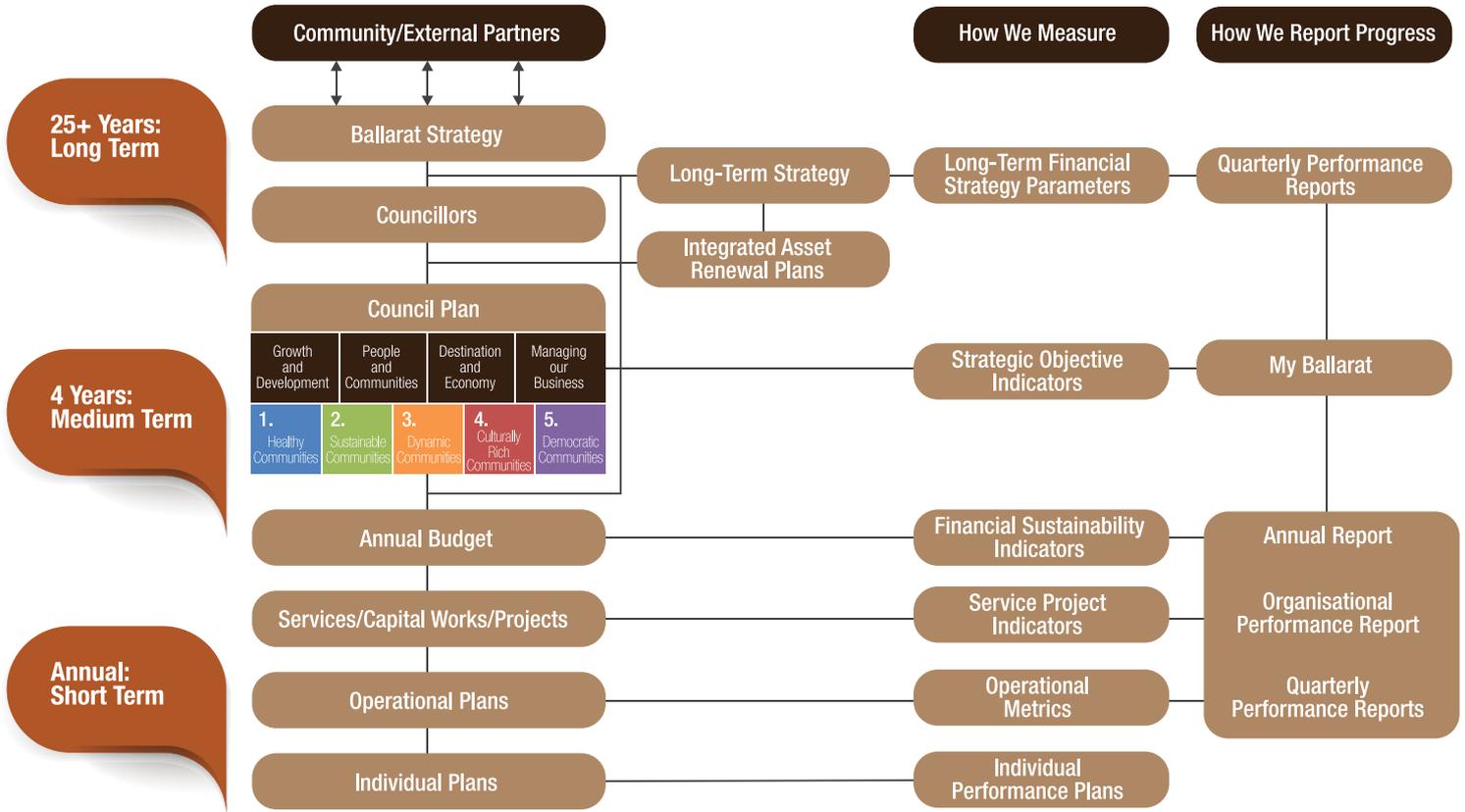
Risk Management

Sound asset management principles include managing assets by risk. By undertaking these practices, Council will be better placed to make informed asset management decisions based on risk.

COUNCIL'S PLANNING FRAMEWORK

City of Ballarat has a planning framework that ensures that all plans policies and reports integrate from the short and medium-term to the long-term. This ensures a balanced approach to the growth and development of the City in a sustainable way.

Figure 4.15: Council's Planning Framework



BEST VALUE

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

The six Best Value Principles are based on:

1. Quality and cost standards
2. Responsiveness to community needs
3. Accessibility
4. Continuous improvement
5. Community consultation
6. Reporting to the community

Rather than treat Best Value as a separate compliance obligation, City of Ballarat has taken a holistic approach to Best Value during 2014-15, adopting a 'whole of organisation' approach to embedding the six Best Value Principles into all Council operations. These principles are also linked strongly to our strategic planning framework (please refer to Figure 4.15 on page 62).

This Annual Report contains clear examples that demonstrate Council has responded to the Best Value Principles, including:

- 1. Quality and cost standards** are reported on and demonstrated within the Financial Section of this Report (see page 195 for further information). The City of Ballarat has a clear and transparent obligation to financial management within the Managing our Business portfolio. This is reported quarterly through Council and in addition the Finance and Contract committee provide practical demonstration of this. The Managing our Business portfolio also contains Council's response and commitment to reporting processes, business improvement, implementing systems and processes to enhance organisational capability, and ensuring the efficient use of resources (see page 174 for further information).
- 2. Being Responsive to Community Needs** is part of Council's commitment to ensure community assets are maximised. Ballarat is committed to practical precise and sustainable asset management; this is reported on page 116. This demonstrates that not only having a practical methodology for infrastructure spending but combined with information received from the community through surveys and feedback such as "have your say" on Ballarat's website (refer page 16) and the community customer satisfaction survey (results contained in the performance statement (refer page 253).
- 3. Accessibility** is demonstrated through the Health and Wellbeing elements of the Council Plan, the Disability Advisory Committee, the Child Friendly Ballarat Committee, the Intercultural Advisory Committee and the Friends of Ainaro Committee (intercultural focus). Council also supports the Disability Action Plan as outlined on page 77.
- 4. Continuous Improvement** is demonstrated throughout this annual report where comparisons are made to previous years and commented upon. Council has committed to a robust program of service review and in particular by benchmarking our Annual Report through feedback from MAV and the ARAs. In addition we publish and use the results from the annual Community Satisfaction Survey to target specific business improvements. Continuous improvement forms an integral part of our business unit and business planning processes.
- 5. Community Consultation** is shown in the Engaging our Community section on page 16 where we actively included and involved people in the decisions that affect them and invite feedback on items regularly such as the Council Budget and Council Plan, by placing documents on public display at the Phoenix and Town Hall customer service centres. By engaging with our community with the social media platforms as outlined on page 16 Councillors are also represented on a number of community committees (see page 48 for more information).
- 6. Reporting to the Community** is established through a proactive communications strategy that provides opportunities to inform residents on the work of Council –a detailed report on this starts on page 174. Council meetings held on the second and fourth Wednesdays of each month also provide the community reporting options.

In 2014-15 Council undertook specific service reviews based on Best Value principles. We undertook service reviews for Youth Services, Planning Services and service agreements were made with the Museum of Australian Democracy.

STATUTORY INFORMATION

City of Ballarat is required to report the following information annually in accordance with legislative and other requirements:

COMMUNITY IMPACT GRANTS

City of Ballarat is committed to supporting our vibrant local community through the Community Impact Grant Program totalling \$300,000 per annum. The grant program encourages community organisations to be innovative and creative and address needs within the community. The grant program links to the outcomes and key priorities in the Council Plan, and in particular: increasing community connectedness; promotion of healthy lifestyles; celebrating arts and culture and developing resilient and adaptive communities. This is as per the Council Plan and a key item of the People & Communities portfolio – details can be found in the Our Performance: People & Communities section starting on page 138.

Figure 4.16: Community Impact Grants

The table below lists the organisations that were successful in their application for funding in 2014-15.

Organisation	\$
JULY	
McCallum Disability Services	1,170
Ballarat Society of Artists	4,735
Local Spiritual Assembly of the Baha'is of Ballarat	2,475
Ballarat District Bowls Division	5,000
The Salvation Army Property Trust - Karinya	3,560
Ballarat Vocal Arts	4,700
AUGUST	
Hockey Ballarat	875
Ballarat Pathfinder Club	5,935
Emily & Margie's Marvellous Garden Adventures	3,065
Ballarat Indian Association	5,000
Children of Phoenix	7,030
Buninyong Good Life Festival	6,000
Ballarat Quarter Horse Association	5,000
Ballarat Christian Fellowship	10,000
Ballarat Amateur Canoe Club	4,900
SEPTEMBER	
Creative Cubby Project Committee	3,130
Renegades Bootscooting	6,340

Organisation	\$
Federation University Australia Pipe Band	7,200
Ballarat & District Multiple Birth Association	2,870
Buninyong Golf Club	9,350
Ballarat Centre Against Sexual Assault	2,420
OCTOBER	
B&D&G Productions	1,550
Victorian Interpretive Projects	6,970
Cardigan Village Centre Committee of Management	2,290
Ballarat Lyric Theatre	5,090
Ballarat Bushwalking and Outdoor Club	6,000
CFA - Buninyong Fire Brigade	3,630
Pleasant Street Primary School Fundraising Committee	9,760
Eureka Veterans Cycling Club	660
Central Wendouree Bowling Club Inc	660
Ballarat Interfaith Network	890
Berry Street Childhood Institute	5,490
Ballarat YMCA - Youth Services	5,700
AFL Goldfields	4,500
Sebastopol Cycling Club - BMX Division	7,980
Ballarat Woodworkers Guild	1,220
NOVEMBER	
Ballarat Neighbourhood Centre	5,740
Friends of Royal Park	1,550
Kids with a Voice	5,355
Ballarat East Community Men's Shed	750
Burrumbeet Park & Windermere Racing Club	5,000
Multiple Sclerosis Ballarat	1,660
DECEMBER	
Ballarat & District Soccer Association	5,000
Collidescope	10,000
Rotary Club of Alfredton	3,525
Ballarat & District Genealogical Society	10,000

Organisation	€\$
Central Highlands Community Legal Centre	3,695
Wendouree Ballarat Rowing Club	5,000
Ballarat Community Garden	1,250
St Johns Ambulance (VIC) Ballarat Division	1,930
Karden Disability Support Foundation	8,820
FEBRUARY	
Crafts Council of Ballarat	2,820
Ballarat Regional Multicultural Council	2,310
Ballarat Down Syndrome Support Group	1,600
Road Trauma Support Service	3,795
Wendouree Ballarat Rowing Club	5,000
The Present Tense Ensemble	9,000
MARCH	
Save Civic Hall	2,455
Ballaarat Quilters Inc	1,040
Festival of Slow Music	10,000
Ballarat Eureka Strikers	3,215
Ballarat Astronomical Society	5,780
APRIL	
Leadership Ballarat and Western Region	5,300
Ballarat City Rowing Club	4,500
Ballarat Regional Beekeepers	3,232
Webbcona Bowls Club	2,400
Ballarat Lawn Tennis Club & Hockey Ballarat	5,133

MANAGEMENT OF INFORMATION

PRIVACY & FREEDOM OF INFORMATION

Information Privacy

We aim to comply with the *Privacy and Data Protection Act 2014* as well as the Health Records Act 2001. This requires us to adhere to the 10 Information Privacy Principles as well as the 12 Health Information Principles. Our Privacy Officer receives privacy queries and actions are submitted in accordance with Council guidelines.

No queries were received from external customers requesting information held within Council during 2014-15.

Freedom of Information (FOI)

Figure 4.17: Number of FOI Requests

Type of FOI request	Number
Personal requests	0
Non-personal requests	37

Figure 4.18: FOI Requests Responses

Decision	Number
Full access given	2
Part access given	22
Denied in full	7
Withdrawn	0
Act does not apply	0
Not proceeded with	2
Not processed	0
No documents	2
Released outside the Act	0
Not finalised	2

Figure 4.19: Where FOI decisions sent

Where Decisions Sent	Number
Decisions sent to FOI Commissioner	2
Decisions sent to VCAT for review	0

Exemptions and Sections Used in Decisions on Access

s.25A(5) Requests may be refused in certain cases. The agency may refuse to grant access to documents if it is apparent from the nature of the documents as described in the request that all of the documents relate to exempt documents. This exemption was used in 2 requests.

s.30(1) Internal working documents. A document is exempt if it would disclose matters in the nature of opinion, advice or recommendation prepared by an officer, or consultation or deliberation that has taken place between officer, Councillor, or an officer and a Councillor for the purpose of the deliberative processes involved in the functions of the Council and be contrary to the public interest. This exemption was used in 5 requests.

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

s.32(1) Documents affecting legal proceedings. A document is an exempt document if it is of such a nature that it would be privileged from production in legal proceedings on the ground of legal professional privilege or client legal privilege. This exemption was used in 2 requests.

s.33(1) Documents affecting personal privacy. A document is an exempt document if its disclosure would disclose information relating to the personal affairs of any person (including a deceased person).

This exemption was used in 22 requests.

s.34(1)(a) & (b) Documents relating to trade secrets. A document is an exempt document if it would disclose information acquired by Council from a business, commercial or financial undertaking and the information relates to matters of a business, commercial or financial nature and disclosure would likely expose the business to disadvantage. This exemption was used in 5 requests.

s.34(4)(a) Documents relating to trade secrets. A document is an exempt document if it contains a trade secret of Council or in the case of Council engaged in trade or commerce, information of a business, commercial or financial nature that would expose the Council unreasonably to disadvantage. This exemption was used in 2 requests.

s.38A(1)(a) Council documents. This section exempts various documents relating to closed Council meetings which were closed under section 89 of the *Local Government Act 1989*. This exemption was used in 2 request(s).

Fees and Charges

\$795.00 collected in application fees, \$185.50 in application fees waived, \$760.50 collected in access charges and \$229.60 access charges waived. 2014-15 financial year of FOI fees collected & waived.

Protected Disclosures

With respect to section 70 of the Protected Disclosure Act 2012, City of Ballarat has adopted the Independent Broad-Based Anti-Corruption Commission (IBAC) guidelines for handling protected disclosures. No protected disclosures were made to City of Ballarat during 2014-15.

LOCAL LAWS

Local Government is empowered under Part 5 of the *Local Government Act 1989* to make Local Laws. As at 30 June 2015, City of Ballarat had the following Local Laws:

Saleyards Local Law No 12

Effective from 1 April 2005 to 31 March 2015. The purpose of this Local Law is to:

1. Provide for the administration and management of the Ballarat Livestock Selling Centre (also known as the Central Victorian Livestock Exchange (CVLX) by conferring discretionary authority on the Manager to manage the Saleyards on Council's behalf
2. Assist in the documentation of procedures and the expectations of Saleyard users such that accreditation

to NSQA can be achieved

3. Enable the Manager to set and collect fees from vendors selling stock in the Saleyards and to prescribe the level of those fees
4. Enable the Manager to prescribe the days and hours during each day on which sales can be held at the Saleyards
5. Protect Council assets and facilities at the Saleyards
6. Promote and enforce appropriate adherence to occupational health and safety practices at the Saleyards

7. Control and prevent behaviour which is a nuisance, or which may be detrimental to health and safety
8. Control the use of dogs at the Saleyards
9. Regulate smoking and the consumption of alcohol at the Saleyards
10. Provide for the administration of Council's powers and functions
11. Control the quality of livestock products through the fair and reasonable treatment of animals and the application of adequate animal husbandry practices

Community Local Law No 15 and Community Local Law No 17 (amending Local Law No 15)

The Community Local Law No 17 amends sections of Local Law No 15 and is effective to 31 December 2017. The purpose of this Local Law is to:

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

Local Law No 18: Meeting Procedure

Effective as at 22 August 2012. The purpose of this

Local Law is to:

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

Documents available for Public Inspection (Access to Council Information)

Under Part 5, Section 11, of the Local Government Regulations 2004 the Council is required to make available for public inspection documents containing the following prescribed matters.

(NOTE: An application needs to be made to view prescribed matters (the Statutory Registers) – the documents are not available at Customer Service as stated in the previous Annual Report 2013-14).

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

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

VICTORIAN LOCAL GOVERNMENT INDICATORS

The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist. This is a requirement of the Local Government Reporting framework.

Figure 4.20: City of Ballarat Governance and Management Checklist 2015

Governance and Management Item	Assessment
Community Engagement Policy (A policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Draft Community Engagement Framework went to Council on 12/08/15.
Community Engagement Guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Guidelines Guidelines are part of the Community Engagement Framework and will be endorsed by Council after the public exhibition is complete.
Strategic Resource Plan (A plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan Plan adopted in accordance with Section 126 of the Act Date of Adoption: 24/06/15
Annual Budget (A plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget Budget adopted in accordance with section 130 of the Act Date of Adoption: 24/06/15

Governance and Management Item	Assessment
Asset Management Plans (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	No Plans Reason for No Plans There are currently no plans in operation. Transport, Drainage, Buildings, Open Space and Recreation are all in draft to be presented to Council in October 2015
Rating Strategy (A strategy setting out the rating structure of Council to levy rates and charges)	Strategy Current strategy in operation Date of Adoption: 24/06/15
Risk Policy (A policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of Adoption: 30/07/13
Fraud Policy (A policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of Adoption: 25/06/14
Municipal Emergency Management Plan (A plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Plan Prepared and maintained in accordance with Section 20 of the <i>Emergency Management Act 1986</i> Date of Adoption: 28/07/10
Procurement Policy (A policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Policy Prepared and approved in accordance with Section 186A of the <i>Local Government Act 1989</i> Date of Adoption: 25/06/14
Business Continuity Plan (A plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan Current plan in operation Date of Adoption: 8/08/13
Disaster Recovery Plan (A plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Current plan in operation Date of Adoption: 28/07/10
Risk Management Framework (A framework outlining Council's approach to managing risks to the Council's operations)	Framework Current framework in operation Date of Adoption: 28/02/11
Audit Committee (An advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with Section 139 of the Act Date of Adoption: 27/08/08
Internal Audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Internal auditor engaged Currently engaged until 30/06/16

Governance and Management Item	Assessment
Performance Reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act)	Framework Current framework in operation Date of current framework 1/06/14
Council Plan Reporting (Reporting that reviews 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)	No Report Council reports on the Council Plan in the Annual Report. Currently working on Council Plan reporting system which will commence mid-way through the 2015-16 Financial Year.
Financial Reporting (Quarterly statements to Council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with Section 138(1) of the Act Date of Adoption: 22/10/14, 11/02/2015, 13/5/15
Risk Reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented Date of Adoption: 11/02/2015
Performance Reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act)	Framework Date of current framework 1/06/14
Annual Report (An annual report under Sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Report Annual report considered at a meeting of Council in accordance with Section 134 of the Act Date of Adoption: 22/10/2014
Councillor Code of Conduct (A code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of conduct reviewed in accordance with Section 76C of the Act Date of Adoption: 24 July 2013
Delegations (A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act Date of Adoption: 18/07/2014
Meeting Procedures (A local law governing the conduct of meetings of Council and special committees)	Procedures Meeting procedures local law made in accordance with Section 91(1) of the Act Date of Adoption: 22/08/12

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


Anthony Schinck
 Chief Executive Officer
 Dated: 22 September 2015


Cr John Phillips
 Mayor
 Dated: 22 September 2015

GOVERNANCE – DESCRIPTION OF OPERATIONS

Description of Operations

The City of Ballarat is a large Ballarat organisation that is responsible for the delivery of more than 100 services to the Ballarat community daily, from family and children's services, traffic compliance, open space maintenance and delivery, youth services, waste management and community building; to internal matters including planning for appropriate development and ensuring accountability for Council's budget.

This broad range of community services and infrastructure design and delivery for residents support the wellbeing and prosperity of our community, Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2013-17 and the associated Budget 2014-15 and reported upon in this document.

Please refer to the section in this document on Our Performance for more information about Council services and performance against Council objectives and plan.

The delivery of services and facilities, support Council's Strategic Objectives. These are measured by a set of service performance indicators and measures which are provided as a part of the financial section of this report.

This annual report also comprehensively details and outlines the responsibilities and obligations under present Victorian and Commonwealth legislation

Major Achievements

The major achievements for the 2014/5 year include

- » The Completion of the Ballarat West Employment Zone stage 1 and the successful offering of land to the market.
- » The completion of the Ballarat Strategy after 2 years of work on this visionary planning document.
- » The finalisation of the Ballarat West Development Contribution Scheme which is the tool required for Council to contribute to the necessary infrastructure for the growth zone.
 - The continued improvement of asset management and additional expenditure to infrastructure renewal.
 - The successful lobbying of key projects such as
- » Ballarat Railway Station Precinct (Goods Shed) \$25 million
- » Ballarat Northern Sports and Events Precinct \$32 million
- » Showgrounds relocation \$5 million

Major Changes

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

As part of Council's constant review of service delivery, in order to improve service levels to the community, a realignment of the Recreation portfolio occurred. This saw the Recreation business unit shift from the City Infrastructure area to the People and Communities directorate. In conjunction with this move, Council resolved to bring aquatic services inhouse. This has enabled Council to reduce inefficiencies and to enhance the service experience to the community.

2014/15 also saw the relocation of the Visitor information Centre to the Town Hall.

This now gives this service a larger purpose built dedicated home as it was previously located in leased premises.

Economic Factors

The City of Ballarat is acutely aware of the potential impact to the organisation as a result of Rate Capping, which is proposed to be introduced by the state government in future years. Given this knowledge Council is looking at operations closely to understand and determine the outcome to service delivery that any potential change in revenue may present.

Major Capital Works

As reported in the financial section of this document, Council in 2014/15 delivered a significant Capital Program designed to maintain the City's assets whilst providing the necessary infrastructure required for a growing City. Major Capital works delivered included:

Kindergarten Upgrades Stage 2

The City of Ballarat and State Government have jointly funded upgrades to seven Early Childhood Centres in Ballarat to meet Universal Access requirements. The seven Kindergartens in the city were recipients of funds from the State Government of Victoria's Department of Education and Early Childhood Development (DEECD) Early Learning Facility Upgrade Grant. Council committed to fund the additional requirements in order for these projects to be successfully delivered.

The projects have provided the delivery of a 15 hour funded kindergarten program across five of the seven sites. The final site Lucas is still in the design phase.

Midlands (full replacement)	Miners Rest (New)
<ul style="list-style-type: none"> » Two new 33 place kindergarten rooms » Office space » Landscaped outdoor play area » Waiting areas » Demolition of old non-compliant facility 	<ul style="list-style-type: none"> » Two new 33 place kindergarten rooms » Office space » Landscaped outdoor play area
Sebastopol South	Delacombe
<ul style="list-style-type: none"> » Additional 33 place kindergarten room 	<ul style="list-style-type: none"> » Additional 33 place kindergarten room
Linda Brown	Cardigan Village
<ul style="list-style-type: none"> » Additional 33 place kindergarten room 	<ul style="list-style-type: none"> » Upgrade of existing community centre » 22 place kindergarten room
Lucas Community Hub (planning commenced)	
<ul style="list-style-type: none"> » 2 new 33 place kindergarten rooms » 70 place long day care centre » 3 Maternal Child Health consulting rooms » Flexible community rooms » Landscaped outdoor play areas 	

Recreation Capital Improvement Program

The Recreation Capital Improvement program is a 5 year program that will enhance all the Sport & Recreation facilities in Ballarat. This year has seen a number of major and minor projects delivered for a variety of sporting clubs. The program for 2014/5 funded to \$4m.

The major works from this program include:

CE Brown Oval Recreation Reserve

- » Complete reconstruction of main oval including new base, drainage, irrigation, fencing, turf, coaches boxes, lighting
- » 2 new netball courts with coaches boxes and lighting

Prince of Wales Park

- » New multipurpose clubroom for tennis and hockey

Russell Square Recreation Reserve

- » 4 new change rooms
- » New netball court with coaches boxes and lights
- » New turf cricket wicket table
- » 2 new hard cricket wickets

Buninyong Bowls

- » New pavilion including social space, toilets, office and storage

Ballarat Regional Soccer Facility

The Ballarat Regional Soccer Facility has been a 5-year project with the final stages completed this year. This year saw the completion of the following:

- » Grandstand with 550 seat capacity, storage
- » Level 1 social room with 190 seated capacity, commercial kitchen, toilets, offices
- » Maintenance shed
- » Ticket box

With the completion of the facility a number of high profile events were hosted at the venue including:

- » Bahrain national team training camp
- » International friendly Bahrain V Jordan
- » FFA Cup game Melbourne City V Sydney FC
- » Ballarat Red Devils NPL season
- » BDSA Final Series

Ballarat Aquatic Upgrade

The Ballarat Aquatic Upgrades project has seen the completion of the new indoor 50m pool at the Ballarat Aquatic and Lifestyle Centre, this project included

- » 50 metre heated indoor pool
- » Movable boom
- » Seating capacity for 800 in event mode
- » 14 change rooms
- » Plant and storage

Also a wide range of supporting projects, including car parking, landscaping, solar water heating as reported in the Sustainability section of this Annual Report starting on page 104.

Ballarat West Employment Zone Stage 1

The Ballarat West Employment Zone (BWEZ) is the Ballarat region's engine room for jobs and economic growth over the next 20 years.

Stage 1, consisting of 60.1 hectares of land, was put to market in late 2014 and received strong interest. The Subdivision Planning Permit and Cultural Heritage Management Plan were approved in mid-2015, clearing the path for civil construction and development.

BWEZ will ultimately comprise a 438 hectare, high quality estate with a mix of industrial, wholesale, logistics, construction and other businesses. The project is being developed by the City of Ballarat and the Victorian Government.

Road Works

The City of Ballarat, as a part of its Capital program annually commits funds to the City's road network for new upgrades and renewal projects. In 2014/15 this was a total of \$13,455,849 across the following areas:

Road Renewal	\$6,125,510,
New Roads	\$ 566,725
Rural Roads	\$1,247,741
Roads to Recovery	\$1,051,761
Bicycle Paths	\$ 253,342
Drainage	\$ 775,345
Footpaths	\$ 440,506

Staffing

As per the Local Government Performance Reporting framework, Council is required to offer a breakdown of staffing.

Figure 4.21: City of Ballarat Workforce

The table below provides the City of Ballarat staffing breakdown by pay classification and gender as at June 24 2015.

WORKFORCE DATA										
Structure Classification	Band 1 FTE	Band 2 FTE	Band 3 FTE	Band 4 FTE	Band 5 FTE	Band 6 FTE	Band 7 FTE	Band 8 FTE	All other FTE	TOTAL FTE
Permanent Full Time - Female	3.6		5.7	30.5	40.6	33.0	10.0	9.0	12.0	144.4
Permanent Full Time - Male	21.0	11.0	73.0	24.0	31.0	30.0	23.9	13.0	41.7	268.6

WORKFORCE DATA										
Structure Classification	Band 1 FTE	Band 2 FTE	Band 3 FTE	Band 4 FTE	Band 5 FTE	Band 6 FTE	Band 7 FTE	Band 8 FTE	All other FTE	TOTAL FTE
Permanent Part Time - Female	12.0	43.5	10.2	31.3	13.1	16.4	4.1		10.8	141.3
Permanent Part Time - Male	4.1	4.7	1.5	2.6	1.4	1.0	0.5			15.8
Casual - Female	0.5	6.3	3.2	6.9						16.9
Casual - Male	1.0			2.0						3.0
Total	42.2	65.6	93.5	97.2	86.1	80.4	38.6	22.0	64.5	590.0

Disability Action Plan

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

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

- » Improvements to our services and facilities with the installation of change room equipment at Ballarat Aquatic and Lifestyle Centre, construction commencing on an Inclusive Play Space and obtaining funding to build a public 'Changing Places' toilet and change facility.
- » Continuation of DDA retrofit program to buildings and infrastructure.
- » Promotion of inclusion and participation in the community of persons with a disability by participating in promotional activities as part of International Day of People with a Disability, National Week of Deaf People and supporting 'disability' events through the community grants program.
- » Employment outcomes at Library services and Botanical gardens of people with a disability through measures incorporated into the development of councils Human Resources Strategy.
- » Improvements to the availability of information of Councils website that includes screen reader software and improved colour contrasts and navigation.

Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the Annual Report.

Council adopted the Domestic Animal Management Plan 2012-16 in 2012 with its annual revision of actions adopted in May 2015. The new plan was developed through consultation with Council's Animal Management Team, other Council departments and the public as reported elsewhere in this Annual Report.

Food Act Ministerial Directions

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Council during 2014-15.



5. OUR PEOPLE

OVERVIEW

OUR VISION, MISSION & VALUES

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

Our mission is to provide:

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

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



We will demonstrate Leadership by:	We will demonstrate a focus on Outcomes by:	We will demonstrate Loyalty by:	We will demonstrate Excellence by:
<ul style="list-style-type: none"> » Looking forward and focusing on the strategic, not just the operational » Challenging the status quo and always asking ‘why’ » Providing direction when necessary; advice when asked for; and support when needed 	<ul style="list-style-type: none"> » Making sure we deliver the right advice – that it is up to date, timely and meets our clients’ requirements » Focusing on the effectiveness of what we do in both the long and short term, not just on the outputs we deliver » Providing services professionally 	<ul style="list-style-type: none"> » Supporting each other and working to maintain a cohesive HR team » Balancing the interests of the individual and of the organisation » Being trustworthy and honouring our commitments 	<ul style="list-style-type: none"> » Keeping our knowledge up to date » Being innovative with our advice » Constantly reviewing and challenging our performance

CODE OF CONDUCT

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

STAFF IMPROVEMENT

Our focus is on responding to the needs of our staff and continuously improving our practices to align with our mission. We have started working to six strategic themes to ensure we achieve our vision:

1. Business Partners

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

2. Workforce Planning

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

3. Employer of Choice

Increasing our status as an Employer of Choice so that we become an organisation that people want to work for now and in the future. To create elements for an Employer of Choice brand, including a review of the Careers page on the website to show the benefits we offer employees.

Employee Benefits

- » 13 weeks Parental/Adoption Leave and 2 weeks Concurrent Leave
- » Volunteer leave
- » Study Leave
- » Extensive training
- » Employee Assistance Program sessions
- » Weekly fitness schedule – Boot Camp, Yoga, Aqua, Spin
- » Nutritional sessions
- » Weekly Physiotherapy sessions
- » Discounted gym memberships
- » Health checks

Diversity

We are committed to proactively increasing diversity in our workplace by continuously reviewing our Recruitment Strategy and modifying our processes to facilitate increased participation and support of minority groups in our workplace. Our commitment is demonstrated through our Recruitment and Selection Policy to be implemented in 2015-16.

Guaranteed Interview

Our pledge to people identified as part of a minority group is a guarantee to interview one person who closely meets the key selection criteria of any advertised position. Their minority will not be an obstacle to successful employment should they be the preferred applicant.

Retirement Ready

While we don't want to lose our valued staff, we have to be realistic and take a proactive approach to helping our people to start planning for retirement and how we might manage the transition of the workforce changes. Currently 143 of our people (17%) are aged 55 and older. This has increased from 135 in 2013-14. This is a vast amount of knowledge that we need to ensure is captured and handed down to others within the organisation. The ideal way to do so, job permitting, is to create job sharing and part-time arrangements. This has already started to be reflected in the increase of our part-time workforce from 308 to 311 people in 2014-15. Our Retirement Ready Program will consist of retirement planning workshops, individual meetings with retirement professionals, Centrelink and Superannuation, as well as looking at flexible workforce planning.

Figure 5.1: Number of Employees Aged 55 and Older

The table below shows that the number of employees aged 55 and older increased since 2013-14.

Age	2013-14	2014-15
55-64	185	190
65+	50	53

4. Employee Recruitment Strategy

Thinking differently – to attract the best candidates we need to target them by diversifying our workforce, creating flexible working arrangements and planning for retirement program.

5. Employee Performance Management

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

6. Payroll

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

ORGANISATIONAL STRUCTURE

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

LEADERSHIP TEAM

Our Leadership Team consists of the Chief Executive Officer, three General Managers, one Officer and two Specialists.



ORGANISATIONAL DIVISIONS

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

CEO Policy & Support

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

City Infrastructure

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

City Strategy

We are responsible for managing Council's major projects and preparing economic development policies and programs that support Ballarat's economic growth and lay the foundation for Ballarat as a place of choice to live and invest. We coordinate the Strategic and Statutory Planning Units. We manage the City's cultural institutions such as the Art Gallery of Ballarat and Her Majesty's Theatre and generally foster arts and cultural development within the Ballarat community. We also support the tourism industry and attract events to make Ballarat a key Australian destination of choice.

People & Communities

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

Governance & Information Services

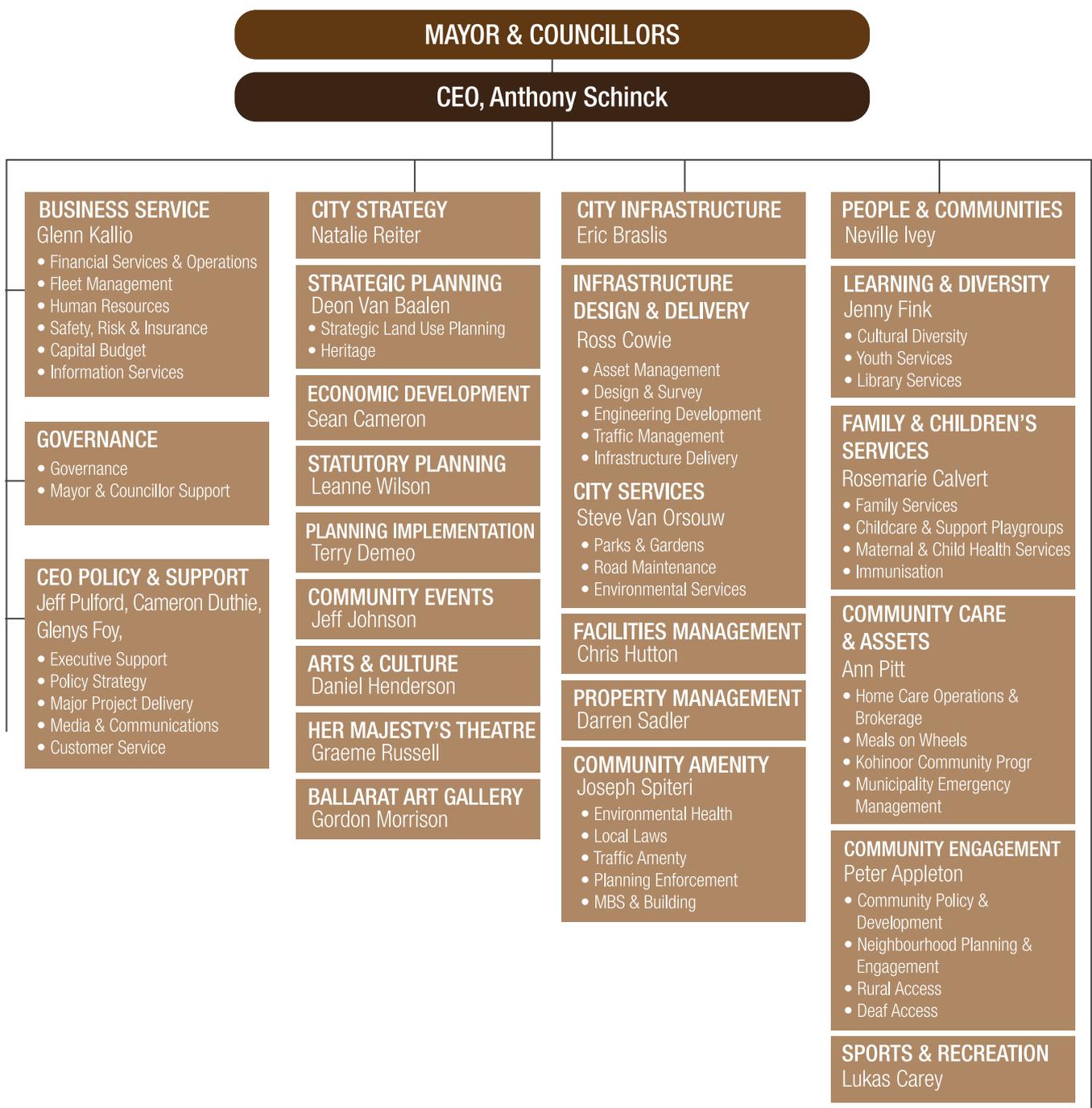
We provide governance, legal, civic and risk management advice to Council and executive support to the Mayor and Councillors. We are also responsible for the provision of information technology services and support, and managing Council's records.

Finance

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

ORGANISATIONAL FRAMEWORK

As at 30 June 2015



GENERAL MANAGERS – PROFILES



1. Neville Ivey

General Manager, People & Communities

T: 03 5320 5882/0419 863 538

E: nevilleivey@ballarat.vic.gov.au

Twitter: @nevivey

Focus

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

Highlights 2014-15

Engagement with our residents in a participatory manner has empowered our community who now experience citizen democracy rather than the traditional consumer democracy model. This partnership model is underpinned by transparency and builds trust and resilience within our community.

Challenges/Disappointments

While the All Abilities Play Space in Victoria Park is now under construction and due to open in December 2015, this project has been three years in the waiting. I would have liked to have delivered this regionally significant facility within the 2014-15 year.

Looking Ahead

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

Qualifications/Experience

AssocDipBus (Ballarat); 25 years' senior experience in government & private sectors



2. Eric Braslis

General Manager, City Infrastructure

Focus

To maintain the cities assets to a standard consistent with community expectations, whilst improving the recreational asset offering to a standard worthy of a regional capital city.

Highlights 2014-15

Greater than 98% delivery of the road capital program
The successful implementation of the recreational program delivering major and minor projects to the city including improvements to CE Brown Reserve and Russell square in 2014/15

Challenges/Disappointments

The city has an effective waste and recycle system and it was the goal in 2014/15 to implement a green waste system. Considerable work was undertaken on this project and a successful green waste solution is expected in 15/16.

Looking Ahead

At the time of the completion of this report and after 5 years with the City of Ballarat I have accepted the position of CEO of Gannawarra Shire Council , my greatest achievements whilst with the City of Ballarat have been;

- » Completion of the Ballarat West ODP
- » The introduction of an annual state of the assets and building condition audit report
- » The introduction of a dedicated long term capital improvement plan for sport and recreation,
- » The implementation of an in house weed harvesting program for Lake Wendouree
- » Improvements to the avenue of honour and arch of victory restoration and;
- » The introduction of electronic parking meters within the CBD.

Qualifications/Experience

Cert in Snr Exec State & Local Gov (Harvard Kennedy School), MBA (Deakin), BAppArts - Urban and Regional Planning (Ryerson, Toronto), Grad Cert Public Admin (Ryerson)



3. Natalie Reiter

General Manager, City Strategy

T: 03 5320 5541/0427 404 400

E: nataliereiter@ballarat.vic.gov.au

Focus

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

Highlights 2014-15

- » Preparation of the Ballarat Strategy including the '10-minute City' concept and urban forest initiative
- » The rich cultural program brought to the City including: Eureka 160, Eikons Exhibition, Cabaret, Begonia Festival (record attendance of 65,000 people) and Christmas 2014 festivities

- » Principles Good to Great enacted to deliver excellent customer service in Statutory Planning Services and Planning Implementation

Challenges/Disappointments

With activation of the CBD being significantly advanced in 2014-15, an ongoing challenge remains to get people walking to and within the CBD rather than relying on cars so they can experience all that the City has to offer.

Looking Ahead

In the year ahead my major areas of focus will include:

- » Executing the Economic Plan for the City including securing tenants for the Ballarat West Employment Zone
- » Implementing the Urban Forest and Sustainable Transport initiatives
- » Hosting the Archibald Prize 2015 and maximising the benefits of the Season of the Arts Program
- » Presenting Ballarat's first Winterlude festival which celebrates our cooler climate

Qualifications/Experience

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

STAFF PROFILE

Figure 5.2: Total Number of Staff and Gender Balance Across the Organisation

The table below shows that the total number of staff increased since 2013-14, consistent with a City experiencing strong growth, and that the gender balance has remained consistent.

Category	2010-11		2011-12		2012-13		2013-14		2014-15	
Staff	789		848		796		801		855	
EFT Staff	603.2		645.8		593.7		624.15		624.9	
Gender	F	M								
	469	320	519	329	488	308	466	335	486	369
%	59%		61%		61%		58%		57%	

F = Female, M = Male, EFT = Equivalent Full-Time

Figure 5.3: Number of Staff and Gender Balance Per Operational Area

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

	F	F	M	M	FT	FT	PT	PT	Cas	Cas	All	All
Division	Total	EFT	Total	EFT	F	M	F	M	F	M	Total	EFT
CEO & Policy Support	5	5.5	6	6	3	6	2	0	0	0	11	11.5
Gov & Info Services	33	25.5	12	11.3	16	11	15	0	2	1	45	36.8
Business Services	29	22.4	15	15	16	15	8	0	5	0	44	37.4
City Strategy	70	49	42	32.2	32	22	16	3	22	17	112	81.2
City Infrastructure	94	47.3	226	207.5	28	197	62	19	4	10	320	254.8
People & Communities	255	175	33	28.2	53	19	174	12	28	2	288	203.2
Total	486	324.7	334	300.2	148	270	277	34	61	30	820	624.9

F = Female, M = Male, FT = Full-Time, PT = Part-Time, Cas = Casual, EFT = Equivalent Full-Time

Figure 5.4: Percentage of Staff with 10+ Years of Service

The table below shows that we have continued to maintain long service records among staff with 34% of our staff having 10+ years service, maintaining the same rate as in 2013-14.

Year	% of Staff with 10+ Years Service
2014-15	34%
2013-14	33%

Figure 5.5: Staff Turnover, Remuneration and Superannuation

The table below shows that the overall number of staff increased since 2013-14, consistent with a City that is experiencing strong growth and that the level of turnover increased with an increase in the number of staff who left and the number of new staff appointed.

	2013-14	2014-15
Staff Who Left	49	58*
New Staff Appointed	40	56*
Casual Staff	87	91
Staff Remuneration	\$41,447,687	\$44,239,446
Staff Superannuation	\$3,722,641	\$4,066,193
Staff Turnover	6.1%	8%*
Part-Time Staff	308 or 38%	311 or 37%
Full-Time Staff	409	418
Total Staff	801	820

*Part-time and full-time only

OUR PERFORMANCE 2014-15

In this section we report on our performance in 2014-15 against the Council Plan. Where relevant we have included references to other sections of this Annual Report. (Refer to Managing our Business in the performance section of this report, page 177).

KEY ACHIEVEMENTS 2014-15

- » A three-year Human Resources Strategic Plan 2015-18 (our first strategic plan) was developed that provides us with an overview of how we will impact the organisation over the coming three years and the activities required to achieve our objectives.
- » Our Rewarding Excellence Program, Passion for Excellence, was reviewed and completely changed to incorporate our corporate values of Leadership, Outcomes, Loyalty and Excellence.
- » A complete review of the Recruitment and Selection Policy and associated processes was conducted.
- » MyPerformance @Ballarat (MP@B), the enhanced Employee Performance Management System was in its second year of operation – the second year of training to Managers and Supervisors was completed and the new forms were greatly received, encouraging greater engagement between our people and their Managers during the annual performance appraisal process.

CHALLENGES/DISAPPOINTMENTS

Our Passion for Excellence Program did not take place in 2014-15, however we took the opportunity to conduct a complete review of the program including completely changing the objectives. The revised program will focus on our corporate values and recognise how our people demonstrate their commitment to those values.

LOOKING AHEAD

The key priorities for the first year of our three-year plan are focused on making sure we achieve our organisational values through our people.

From our Strategic Themes we hope to:

- » Start to look at changing the direction of Human Resource advice from operational to strategic
- » Review Workforce Planning modules to integrate with our current reporting
- » Look at the elements required for a Manager Development Program
- » To continue the efficient and effective payroll service
- » To increase our investment in staff learning and development

OVERALL PERFORMANCE

Policy Development & Review

We developed or reviewed the following policies:

- » Ceasing Employment
- » Discipline and Termination
- » Employee Assistance Program
- » Grievance Resolution
- » Managing Underperformance (new)
- » Position Reclassification (new)
- » Recruitment & Selection
- » Rewarding Excellence
- » Security Checks (new)
- » Social Responsibility
- » Work Attire and Personal Presentation
- » Training, Learning & Development

Training, Learning & Development

- » We increased our investment in learning and development opportunities to \$653,846. This equates to \$797 per employee, a 0.9% increase per employee compared with last year.
- » We offered the following internal development opportunities: Project Management, Public Speaking and Writing Skills.

Enterprise Agreement

- » A new clause was added to our Enterprise Agreement offering significant support to employees who are victims of family violence as part of Council's commitment to raising awareness and prevention of family violence.
- » Family violence awareness training was made available to all staff (this was a new development).

Workplace Participation Incentives

- » A number of programs commenced to increase the participation in employment of diverse groups within our community who have been identified as high risk and struggling to find pathways into the workplace:
- » Work for the Dole: Council participated in a Work for the Dole project in partnership with Job Services Australia to assist with work within the Ballarat Botanical Gardens.
- » Mindshop Excellence: Council hosted a number of students who participated in the Mindshop Excellence program and assisted the Arts and Culture Unit in 2014.
- » Internships: A new internship program and recruitment drive ran in December 2014 which attracted 6 students from various Victorian Universities to work within the Strategic planning and Environmental Services Department.
- » Ticket to Work: Council was excited to participate in the Ticket to Work scheme which gave two students with disabilities the opportunity to start a workplace traineeship at the Library and Parks and Gardens Unit.
- » Sport and Recreation Work Placements: Council partnered with Federation University to offer a placement in our Sport and Recreation Department. These placements have been very successful with the 2014 participant being recruited in a permanent position within the team.

Volunteer Leave

- » A new initiative was implemented that allows our staff to start a career in volunteering so they can contribute to strengthening the community in which we live and work
- » Volunteer Leave is available for up to eight hours per year (pro-rata for part-time employees)
- » Staff members have participated in activities assisting a variety of groups including Eureka Mums, Vision Australia and Camp Quality.

Service Recognition

- » 91 people (compared to 67 last year) were recognised at Service Recognition Award Ceremonies held in December 2014 and May 2015 – these awards formally recognise employees for achieving significant service milestones.

Figure 5.6: Service Recognition Award Recipients 2014-15

40 YEARS		
Reginald	Gillingham	Maintenance & Construction Worker
35 YEARS		
Bernard	Blood	Supervisor Lake Wendouree
Robert	Odgers	School Crossing Supervisor

30 YEARS		
Annette	Skirka	Revenue Officer
Dorothy	Harris	Community Care Worker
Kathleen	Bourquin	School Crossing Supervisor
Kevin	Trounce	Asset Inspection Supervisor
Lorraine	Sendall	Executive Assistant Finance
Philip	Masterson	Facility Maintenance Officer

25 YEARS		
Adam	Parrott	Senior Landscape Architect
Adine	Cuscadden	Administration Officer
Barbara	Jenkin	School Crossing Supervisor
Chris	Johns	Waste Collection Driver
Christine	Burke	Community Care Worker
Craig	Lockhart	Maintenance & Construction Worker
David	Grant	Vegetation Planning & Mgt Officer
Garry	Karslake	Maintenance & Construction Worker
Joanne	Fisher	Kohinoor Program Support Officer
Judith	Browne	School Crossing Supervisor
Pamela	Clark	School Crossing Supervisor
Peter	Marquand	Curator Parks & Nursery
Raymond	Bykersma	Gardener
Raymond	Giles	Line Marker
Steven	Idnum	Maintenance & Construct Worker

20 YEARS		
Annemarie	Petrass	Community Care Worker
Annette	Taylor	School Crossing Supervisor
Bruce	McDonald	Meter Mechanic
Carmel	Murphy	Supported Respite Child Care Worker
David	Keighrey	Supervisor Parks Maintenance
Debra	Davis	School Crossing Supervisor
Donna	Purdie	Library Cataloguer
Linda	Boyer	Early Child Practitioner
Wendy	Woodruff	School Crossing Supervisor



Service recognition 10 & 15 years



Service recognition 20 - 35 years



Service recognition 10 - 25 years



Service recognition 20 years plus

15 YEARS		
Adrienne	Thomson	Maternal Child Health Nurse - Right@Home
Alan	Eaton	Trade Assistant
Amanda	Sculley	Child Care Worker
Anthony	Mookhoek	Maintenance & Construction Worker
Cindy	Wirth	Team Leader Sails Program
Ellen	Conroy	Maternal & Child Health Nurse
Geoffrey	Ryan	Plant Operator
Glenn	Fisher	Maintenance & Construction Worker
Glenn	Kallio	Chief Financial Officer
Harry	Swagerman	Traffic Officer
Helen	McIntosh	Executive Assistant
Helen	Pickersgill	Library Officer-Home Library Service
Jim	Leonard	Team Leader Traffic Management
Lyndal	Keating	Customer Service Officer
Paul	Jennings	Supervisor City Entrances
Raymond	Jenkin	School Crossing Supervisor
Shaun	Welsh	Gardener
Sheree	Blood	Gardener
Tony	McGuinness	Front of House

10 YEARS		
Alison	Smith	Community Care Worker
Andrew	Bishop	Team Leader Statutory Planning
Andrew	McDonald	Theatre Technician
Angie	Browning	Maternal & Child Health Nurse
Anthony	Schinck	Chief Executive Officer
Barry	Baird	Gardener
Barry	Webb	Trade Assistant/Carpenter
Cameron	Duthie	Policy & Projects Strategist
Cameron	Montgomery	Safety Manager
Charissa	Chetcuti	Payroll Officer

10 YEARS		
Daryl	Weybury	Team Leader Infrastructure Delivery
Debbie	Barnett	Community Care Worker
Elspeth	Rowe	Maternal & Child Health Nurse
Emma	Watson	Early Childhood Educator
Gaye	Cairns	Program Support Officer
Joanne	Grainger	Human Resources Manager
Josh	Noble	Theatre Casual
Karen	Weightman	Community Care Worker
Kerryn	Roberts	Immunisation Nurse
Kristy	Lillingston	Assessment & Care Mgt Worker
Liana	Mende	Kohinoor Program Support Officer
Lisa	Bennetts	Customer Service Officer
Mandy	Bridges	Kohinoor Program Support Officer
Maree	Pascoe	School Crossing Supervisor
Maree	Povey	Manager Kohinoor Community Prog
Marini	Tyrone	Environmental Health Officer
Mathew	Wallis	Plant Operator Horticulture
Michael	Nichols	Education Officer Gallery
Michael	Squire	Recycle Waste Collection Drive
Nadine	McVitty	School Crossing Supervisor
Nathan	Demeye	Theatre Casual
Neva	Dunstan	School Crossing Supervisor
Nic	Fisher	Administration Officer Finance
Renee	Collins	Team Leader IT Infrastructure Management
Ryan	Wendy	Community Care Worker
Sharyn	Warke	School Crossing Supervisor
Stephanie	McGregor	Revenue and Property Assistant
Susan	Hayward	Community Care Worker
Trina	Crowe	Front of House

OCCUPATIONAL HEALTH, WELLBEING AND SAFETY

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

KEY ACHIEVEMENTS

- » Winner of Club Red group blood donation, Victoria large employer (501-999) category
- » Implementation of an online health and safety system (Elumina)
- » Development of a new model of safety system to increase safety performance
- » Implementation of an organisation-wide Health & Wellbeing Program

CHALLENGES/ DISAPPOINTMENTS

- » There was an increase in the number of claims for compensation with the overall number of accepted claims decreasing.
- » There was an increase in the number of sick days taken following the introduction of a Health and Wellbeing Program.

LOOKING AHEAD

In 2015-16 we will:

- » Introduce a new structure to increase support at the Business Unit level to improve proactive safety performance
- » Introduce tailored training for managers and supervisors on the return to work process and how to refer workers for early intervention treatment
- » Undertake a pilot study with Federation University to design and implement an evidence-based wellbeing program to determine the most effective package

OVERALL PERFORMANCE 2014-15

In this section we report on our performance in 2014-15 against the Council Plan. Where relevant we have included references to other sections of this Annual Report. (Refer to Managing our Business in the performance section of this report, page 177)

STRATEGIC OBJECTIVE: To create a workplace where everyone contributes to healthy, safe and productive working lives that deliver outcomes for our community. Put simply, mysafety.... my responsibility by:

- » Implementing an Information Management System that will enable timely and accurate data capture and reviewing trends that aid informed decision making
- » Increasing opportunities for staff involvement in the myWellbeing Program
- » Further improving our coordinated approach to the health and wellbeing of our workforce.
- » Developing a new model of policies and initiatives to enhance the achievement of our strategic objective

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

1. Building Effective Leadership

By leaders at all levels actively demonstrating safety through their words and actions.

Consultative Structure

Our safety performance is not achieved by a 'top down' management approach. It is achieved through a collaborative model of working with Health and Safety Representatives and management to achieve effective focus and effort toward achievement of strategic and operational goals.

Our strategic approach is driven by the Corporate Health & Safety Committee led by the CEO and Leadership team and Health and Safety Representatives from four operational Area Safety Committees. This committee measures achievement against our strategic objective and addresses organisation-wide issues and industry trends.

The operational management of occupational hazards and risk is continuously monitored by our Area Safety Committees. We have had a 20% positive increase in the number of elected Health and Safety Representatives from 26 in 2013-14 to 31 in 2014-15. The members of the committees are seen as a valuable resource that review hazard and incident trends and develop proactive control strategies to prevent injuries and illness.

2. Health & Wellbeing in the Workplace

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

KEY ACHIEVEMENTS

- » City of Ballarat were winners of the Australian Red Cross Blood Services corporate blood challenge (Large Employer Category: 501-999) with 208 donations.
- » A variety of activities were supported: Oxfam Trail walker 100km challenge, the Ballarat Cycle Classic and RUN Ballarat.
- » 130 participants competed in the Lap of the Lake walking challenge with the winning team averaging 320kms per participant over the four-week period.

3. A Best Practice Safety System

We continue to develop a safety culture with systems and processes that are easy to use, reflect best practice and continuously improve performance. As part of the three-year strategy, Council's internal auditors conducted an audit of the safety system to validate effectiveness and identify opportunities to enhance performance. The initial results indicated that the system is robust and meets the required standard and greatest benefit would be achieved with an online reporting system and grouping of smaller business units to save on resources.

KEY ACHIEVEMENTS

- » A simpler online safety system (Elumina) was developed and implemented that captures the key actions and drives results. The system will deliver an increase in safety performance by proactively implementing controls early in the design stage.
- » Site safety audits commenced – conducted by the mySafety team.

Getting Back to Work

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

We received 30 claims for workers compensation, with 24 being accepted that included 15 standard and 9 minor claims. This outcome is one less than our 2013-14 result and three less than our 2012-13 result.

Figure 5.7: WorkCover Insurance Premiums

The chart below shows that our WorkCover insurance premium liability for 2014-15 was \$1,069,714, an increase of \$68,052 from 2013-14 premiums. This is a direct result of lag claims and compound affect from adjustments to premium calculations in 2013-14 following payments to defined benefits superannuation contributions.

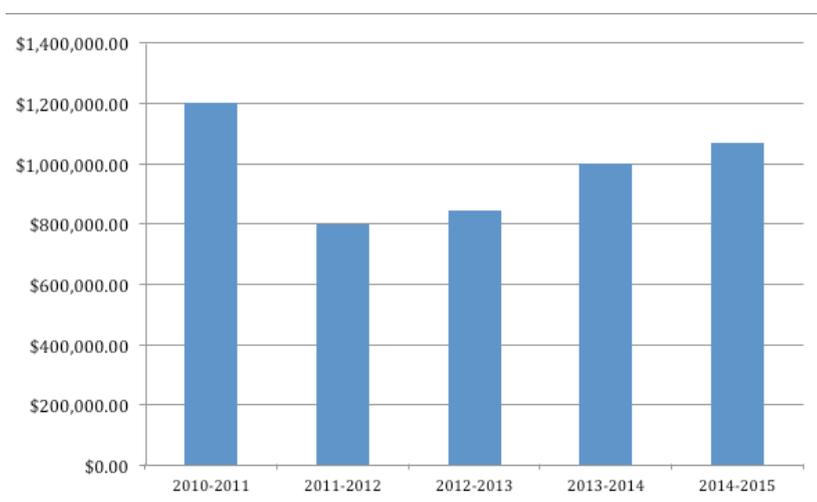


Figure 5.8: Injuries by Primary Cause

The chart below reveals that 54% of injuries were attributed to environment-based causes with 42% injuries attributed to equipment-based injuries.

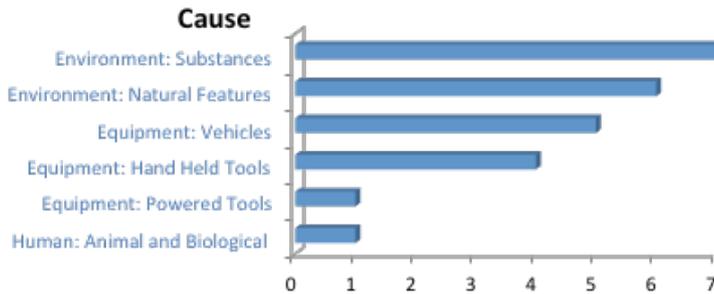


Figure 5.9: The Mechanism of Injuries

The chart below shows that 67% of the mechanisms related to muscular stress and 25% related to slips, trips and falls.

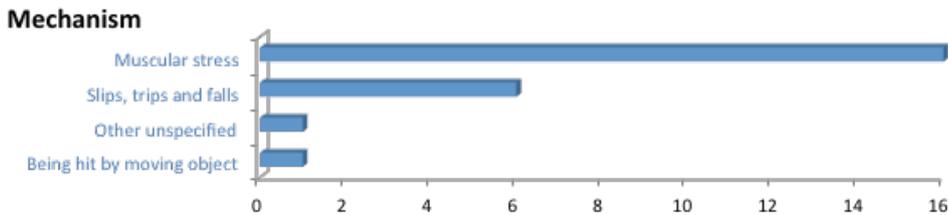
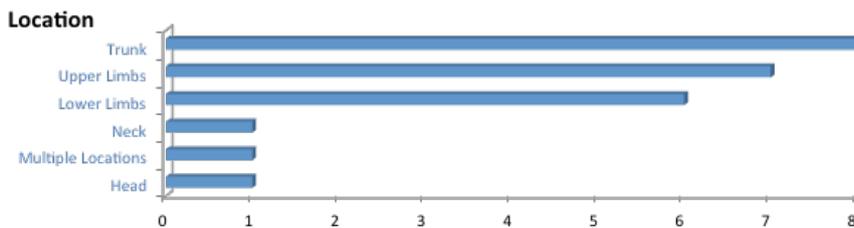


Figure 5.10: Bodily Location of Injuries

The chart below shows that 33% of the locations were trunk, 29% upper limbs and 25% were located in the lower limbs.



4. Education & Training

We want all workers to understand the importance of safety and their role in creating a healthy and safe work environment. In order to achieve this we provided a variety of training opportunities for all staff levels from toolbox talks delivered at the team level to technical face to face training on conducting static plant risk assessment and their safe operation.

Key Training Programs Delivered

- » Online safety reporting (Elumina)
- » Emergency wardens training
- » Health and safety representative training
- » Static plant and specialist risk assessment

OUR VOLUNTEERS

Once again 2014-15 has been a busy year for all of Council's volunteers with each contributing their invaluable resources and time throughout 2014-15. Council has volunteers in the following areas and programs:

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

More information regarding these programs can be found on the City of Ballarat website.

We gratefully acknowledge all of our community volunteers who have gone beyond the call of duty supporting the hundreds of charities, schools, sporting groups and not-for-profit organisations around Ballarat in 2014-15.

KEY ACHIEVEMENTS 2014-15

- » Parent Place relocated from Norwich Plaza to a property in Sturt Street and extended their hours to 9am to 5pm, Monday to Friday. They also won an Early Years Award which allowed for staff and volunteers to attend a conference in Tasmania.
- » The Multicultural Unit had a visit from the Minister for Multicultural Affairs the Hon Robin Scott; they also completed their Multicultural Services Directory.
- » We finished development of the new Cook and Chatter Volunteer Program to support people who may be socially isolated to learn new skills and socialise, during the preparation and consumption of a two-course meal.
- » Two Meals on Wheels volunteers celebrated 40 years of service.
- » Nine new Art Gallery guides were recruited and underwent training.
- » We participated in the consultation process for the new national standards for volunteering and new national definition.
- » New partnerships were established with community volunteering groups including Breaze (Smart Living Centre) and Buninyong Men's Shed.

OVERALL PERFORMANCE 2014-15

Volunteer Recognition Events

- » This year's National Volunteers week commenced with the Mayor and local volunteer agencies, raising the Volunteering flag in the middle of Sturt Street, a presentation of certificates by United Way and networking over morning tea at the Town Hall.
- » City of Ballarat sponsored United Way to produce a volunteering booklet to feature local volunteer stories and opportunities for community members interested in volunteering. A number of these booklets have now been distributed to local organisations for display and distribution.
- » Volunteers attended year-end celebrations including a lunch at the Museum of Democracy and the City of Ballarat Family Christmas Party.

Promoting Volunteering

- » Council, represented by the Volunteering Training and Education Officer, remains an active participant of various committees and groups including: Local Government Pro Special Interest Group – Volunteering, Volunteer Coordinators Network Executive Committee, Volunteer Coordinators Network (Ballarat Region) and Member of Volunteering Victoria
- » The opportunity to improve internal networks between Volunteer Coordinators at Council was enhanced by the foundation of the internal Volunteer Coordinators meeting quarterly.



“I enjoy volunteering as it gives me satisfaction to see people laughing, smiling and enjoying each other’s company. To give back to the community is a privilege.”

Rosslyn Collins, Volunteer SAILS Planned Activity Group

Volunteer Development Activities

- » A number of Council volunteers attended training where they learnt about caring for vulnerable people and enjoyed an afternoon tea with Councillors and members of the Management team.
- » Wellbeing initiatives offered to all volunteers continued in 2014-15 with free flu shots and access to City of Ballarat's employee assistance program.



“For me as a volunteer, it is just a lovely feeling to see the warm welcome we get when we visit our clients who are either house bound or unable to get to the Library and be able to provide a service for them that they really appreciate.”

Sandy Davey, Volunteer and Convenor Home Library Service

- » The following volunteer groups ran recruitment campaigns during 2014-15: Art Gallery Guides, Begonia Festival, Parent Place, Cooking and Chatter Program, Home Library Service and SAILS.



“Art Gallery guides are increasing tours from five to seven days and are looking forward to enhancing the visitor experiences during the Archibald Prize exhibition later this year.”

Veronica Stott, Volunteer Art Gallery Guide and Convenor



Lifestyle and Opportunity: As part of our strategic objective to provide more opportunities for residents to improve their personal health and wellbeing, the 50 metre indoor heated pool at the Ballarat Aquatics & Lifestyle Centre was delivered in May 2015.

6. OUR PERFORMANCE

In this section you can find a detailed report on our performance in 2014-15 against the Council Plan 2013-17.

6.1. OUR PERFORMANCE

SUSTAINABILITY

OUR COMMITMENT TO SUSTAINABILITY

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

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

SOCIAL SUSTAINABILITY

The City of Ballarat has a population estimate at 2015 of 102,260 (Victoria in Future) and growth is reported in excess of 2% annually. As a regional city Ballarat residents are reliant on Council services more so than in an urban setting. The current demographic creates challenges in this growth and a large focus over the past 12 months has been in the planning for this growth along with associated infrastructure and employment planning.

We have various policies to meet these challenges:

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

Human Resources

Our Strategic Resources Plan outlines priorities of our five-year strategic focus to make sure we deliver sustainable outcomes for the whole community. We strive to be an employer of choice at all times by offering flexible working conditions, extensive wellbeing opportunities and a robust reward and recognition program.

We employ part-time, casual and full-time staff. In 2014-15 Council reported a high staff retention rate of 93.9%. This has been achieved through innovative recruitment and selection processes to ensure quality candidates are chosen from a competitive labour market. Flexible working conditions play a huge part in the sustainability of our workforce. We are able to offer work alternatives and family friendly initiatives in order to maintain the knowledge and skills of staff we have invested in.

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

To read more about our Staff and volunteers go to the 'Our People' section that starts on page 79.

HEALTH & WELLBEING SUSTAINABILITY

We have had a strong focus on implementing the MySafety System within the organisation. This system is designed to ensure that all of our staff complies with relevant health and safety policies and procedures.

As a result of implementing this system we have achieved a 67% improvement in the number of workers with return-to-work plans as a result of work-related injuries, an 8% reduction in new WorkCover claims, a 50% decline in the average number of lost days per new claims and the introduction of the MyWellbeing Program which provides a number of proactive health and wellbeing programs for staff such as on-site Physiotherapy and Pilates. Health and wellbeing outcomes are integrated into the Council Plan 2013-17. A detailed report on our

performance in all areas against the Council Plan, incorporating health and wellbeing, starts on page 103. More information about Health & Safety within the organisation starts on page 94.

FINANCIAL SUSTAINABILITY

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

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

A detailed report on our financial performance starts on page 195.

Working Capital Indicator

An important measure of financial sustainability is the Working Capital Ratio which is the organisation's capacity to fund its short-term liabilities. This indicates the level of current assets that we have available to meet our current liabilities.

External Grants

City of Ballarat relies on funding from other levels of government to deliver community outcomes in services and projects.

Figure 6.1.1: External Funding Received

The table below shows funding received in 2014-15 and the source.

Source of Funding	Program /Project Supported	\$
Department of Justice	Public Toilet at Doug Dean Reserve	60,000
Heritage Victoria	Conservation Work at Ballarat Airport	45,530
Regional Development Victoria	Ballarat West Employment Zone projects	300,000
Department of Infrastructure & Regional Development	Ballarat Regional Soccer Facility	267,500
Department of Transport, Planning & Local Infrastructure	Regional Motor Sports Scoping Study	45,000
Department of Transport, Planning & Local Infrastructure	Russell Square Pavilion Upgrade	90,000
Department for Regional and Rural Development	Learmonth Pathways Project	373,500
Regional Development Victoria	Miners Rest Community Park Upgrade	104,000
Department of Environment & Primary Industries	Lake Wendouree Floating Jetty	9,000
Department of Transport, Planning & Local Infrastructure	Premiers Reading Challenge	15,911
VicRoads	Black spot Funding	592,141
Department of Infrastructure & Transport	Roads to Recovery	1,051,761
Department of Environment, Land, Water & Planning	Victorian Grants Commission Funding	18,174,664
Department of Broadband Communications and Digital Economy	Digital Local Government Program	162,530

Source of Funding	Program /Project Supported	€\$
Arts Victoria	Regional Partnerships Program Art Gallery Ballarat & Her Majesty's Theatre	235,000
Department of Health / Department of Health & Ageing	Home & Community Care programs	5,513,000
Department of Transport, Planning & Local Infrastructure	Public Libraries Program	623,711
Vic Roads	School Crossing Supervision Subsidy	224,323

SUSTAINABLE SERVICE DELIVERY

We are reviewing our operations within this Council term to ensure that we focus on core services and that we take a sustainable approach to service delivery. To read more see the section on Best Value starting on page 62.

ENVIRONMENTAL SUSTAINABILITY

We have introduced and are working on a range of strategies to reduce our impact on the environment including the Environment Sustainability Strategy, the Ballarat Open Space Strategy, the Greening the City Strategy, the Waste Management Plan, the Storm Water Harvesting Strategy and the creation of the Sustainable Transport Strategy. These strategies are outlined in the Council Plan 2013-17 and details of the key actions related to these strategies can be found throughout the Performance section of this Annual Report starting on page 127 (6.2 Performance G&D).

KEY ACHIEVEMENTS 2014-15

In the pages following a detailed report on key achievements can be found in the areas of:

1. Water
2. Biodiversity
3. Utility efficiencies

Details of the key achievements outlined below related to our Strategic Objectives can be found throughout the Performance section of this Annual Report starting on page 127 (6.2 Performance G&D).

1. WATER

Integrated Water Cycle Management (IWCM)

Below average rainfalls were experienced across Victoria in 2014-15 with low inflows affecting the water levels in many water bodies. Locally the Ballarat Aerodrome recorded 488.6mm of rainfall that is almost 30% less than the long-term annual average and in the bottom 5-10% of annual observations across the 107 years of continuous records at the Aerodrome.

The Bureau of Meteorology's official declaration of a major El Nino event forecasts prolonged drier and hotter conditions across much of eastern Australia. This has revitalised our focus on innovation regarding sustainable water resource management, including the need to plan for the impacts of climate change and mitigate them where we can.

Water Storage

- » No new stormwater storages or additional stormwater harvesting sites were developed.

Stormwater

- » A combined total of 1.25 gigalitres of harvested stormwater and Class A recycled water from the Ballarat North Water Reclamation Plant was transferred to Lake Wendouree. The stormwater, recycled water and groundwater transfers maintained the levels of Lake Wendouree in the desired range between 70mm above full and 280mm below full. No breaches in water quality guidelines were detected. No occurrences of toxic forms of Blue-Green algae were detected.
- » The continued transfer of harvested stormwater from the Redan Wetlands, Ring Road detention basin, Warrenheip catchment and Paul's Wetland maintains the low flow conditions of the downstream environment by only extracting a portion of the excess stormwater that is generated from the hard surfaces of Ballarat. In each sub-catchment of the distribution network the captured stormwater is treated through a series of litter traps, sediment basins and through a series of wetlands.

Figure 6.1.2: Annual Water Supplies to Lake Wendouree

The table below shows the inputs of Groundwater, Storm Water and Treated wastewater to Lake Wendouree

Year	Stormwater (Megalitres)	Class A Water (Megalitres)	Groundwater (Megalitres)
2011-12	228		0
2012-13	279	564	371
2013-14	406	652	178
2014-15	597	652	0

Figure 6.1.3: Lake Wendouree Levels 2011 to 2015

The graph below shows that for the majority of 2014-15 the lake levels were mostly below full but well within acceptable tolerances – this is as a result of constant monitoring and sustainable management practices.



Council Water Consumption

- » A target was included in the Preliminary Ballarat Strategy for the City to reduce its potable water consumption by 40% per resident population in comparison to 1999 levels (adopted in Ballarat Strategy 2015). This is a reduction from the pre-drought conditions of 3.99 kilolitres per resident population down to 2.4 kilolitres.
- » The use of alternative water sources attributed to approx. 51.6 megalitres of potable water savings by the City of Ballarat in 2014-15. These savings are achieved by extractions from the delivery of harvested stormwater and Class A recycled water to Lake Wendouree, as well as the use of Class B recycled water and

groundwater supplies. The water is used to maintain the irrigation and amenity at key sporting and open space assets and vital to support the liveability of Ballarat, particularly in a drying climate.

Figure 6.1.4: Use of Alternative Water Sources 2014-15

The table below shows that the City has a range of alternative water sources available to water its gardens and reserves. Overall the use of non-potable water was less than targeted and an increase in non-potable use is planned for 2015-16.

Site	Stormwater & Class A (Megalitres)	Class B Recycled Water (Megalitres)	Groundwater (Megalitres)
Marty Busch Reserve		0#	0^
Alfredton Recreation Reserve			0^
Western Oval	0		
City Oval	0		
Eastern Oval	0		0^
Botanic Gardens	50		
Buninyong Recreation Reserve			0^
Prince of Wales Park	0*		
Trekardo Park	0		
Morshead Park	0		
Eureka Stadium & CE Brown Reserve	1.6		

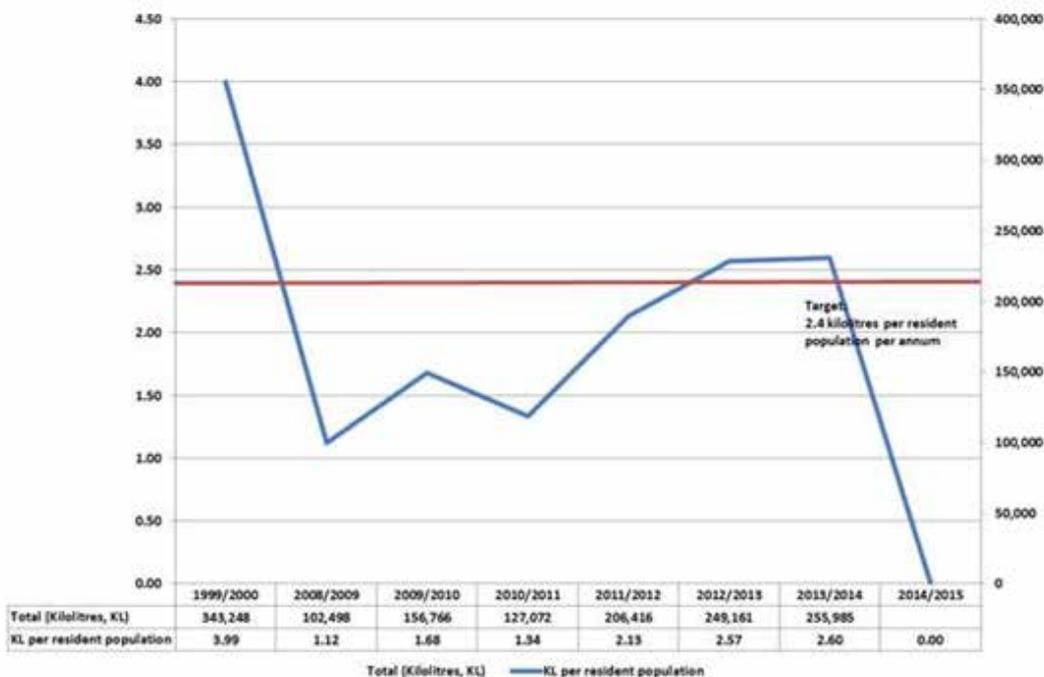
* Offline in 2014-15 due to development of new 50m pools at Ballarat Aquatic Centre

Offline in 2014-15 due to salinity levels

^ Offline on 2014-15 due to restricted flow rate

Figure 6.1.5: Water Use Per Resident Population

The graph below shows that the total water use per resident decreased significantly in the past 12 months.



Ballarat and Region's Water Future

- » Water resources stakeholders from across the region endorsed and committed to the delivery of the Ballarat and Region Water Future (DELWP 2014). This strategic document outlines the long-term objectives and a three-year action plan toward achieving Integrated Water Cycle Management (IWCM) in the region.
- » A Stormwater and Urban Flood Management Taskforce with representation by water resources stakeholders from across the region was established by the City to progress the implementation of the IWCM – the overarching aim of the group is to identify the mechanisms for Council to better cope with urban stormwater risks and to further enhance opportunities for using stormwater as a resource.
- » The development of a Green-Blue City Action Plan was commenced by the Taskforce that explores the options for excess stormwater to be intercepted within the urban environment and used to support the establishment and long-term climate resilience of Ballarat's trees and green spaces.

Sustainable Water

- » The projected expansion in population and industry in Ballarat has provided the opportunity to introduce innovative water management to the Ballarat West Employment Zone (BWEZ) and Ballarat West Urban Growth Zone (BWUGZ) that builds climate change resilience, provides greater water security to growing populations, enhances waterway health and creates greener cities.
- » Work was undertaken in partnership with Central Highlands Water and the Department of Environment, Land, Water and Planning (DELWP) to explore the potential for Managed Aquifer Storage and Recovery in the Ballarat West Employment Zone. The findings have indicated this is technically feasible with appropriate monitoring, controls and treatment. Implementation would however pose a number of economic and regulatory challenges. A number of other innovative servicing options for BWEZ were also explored as part of the research and the potential next steps currently being considered.

Water Security

- » Our license for diversion of water from Coghills Creek to Lake Learmonth was renewed. This allows us to divert water during the winter fill period to assist in maintaining water levels in Lake Learmonth.

Flooding

- » The planning controls associated with the Burrumbeet Flood Study were finalised in preparation for a Planning Scheme Amendment.
- » The Canadian Creek Tributaries Flood Study that includes Specimen Vale Creek, Warrenheip Gully, Pennyweight Creek and Lal Lal Drain was completed and has provided Council with up-to-date flood data for this area.
- » Work was undertaken in partnership with the Victoria SES and Catchment Management Authorities to develop the consultation draft of Local Flood Safe Guides for Miners Rest and Ballarat East. When complete the guides will provide those local communities with valuable information on flood conditions as well as information enabling the local community to plan and prepare for flooding.
- » Drainage improvements were undertaken in Jasmine Drive Delacombe to provide improved drainage for some areas prone to nuisance flooding. Other drainage improvements were undertaken at Magpie Road and in Warrenheip Road, Warrenheip.

2. BIODIVERSITY

Biodiversity Protection & Enhancement

- » City of Ballarat manages more than 120 areas of significant roadside vegetation, linear reserves such as parts of the Ballarat to Skipton Rail Trail and more than 10 conservation reserves. In addition environmental management principles are applied to day-to-day works operations.
- » The Black Hill Master Plan was released and funding secured to commence implementation of the Plan in 2015-16. This will guide the management of key risk and capitalise on key opportunities for the reserve into the future. A number of programs continued to manage Gorse and Blackberry and fire breaks and fencing at Black Hill.
- » A large number of wild pine trees (*Pinus Radiata*) were removed from the Mount Bolton Reserve.
- » A two-year snake awareness program commenced targeting signage in key locations as the primary objective in the first year.
- » Fairy Grass (*Lachnagrostis filiformis*) control was undertaken at Lake Learmonth over summer 2014-15.
- » Gorse and general weed control was completed adjacent to the Smythesdale Landfill and designs were developed for a wetland between the Smythesdale Landfill and the Smythes Creek to deliver water quality improvement function.
- » A Rabbit Control Program continued at the Mount Buninyong Reserve.
- » A partnership was developed with the Department of Environment, Land, Water and Planning (DELWP) to enhance bio-diversity outcomes and protect communications infrastructure by developing a program of future planned burns at the Mount Buninyong Reserve.
- » Work was undertaken in partnership with the Country Fire Authority to complete six controlled burns to enhance biodiversity and reduce weed burden and biomass.
- » A trial was continued in non-chemical weed control by steam application to weed affected areas of Victoria Street and many drainage gutters across the City.

Waterways Corridor Protection & Enhancement

- » Several significant restoration activities were undertaken along the Yarrowee River trail in partnership with the Corangamite Catchment Management Authority as part of the Breathing Life Back Into the Yarrowee River Project.

Brown Hill Wetlands

- » Permits were obtained from the Corangamite Catchment Management Authority for the construction of the Brown Hill Wetlands at Bawden Street – construction is now set to commence.
- » The process for obtaining a Cultural Heritage Management Plan (CHMP) through the Wathaurung Aboriginal Corporation commenced to comply with the *Aboriginal Heritage Act 2006*.



Image: Brown Hill Wetlands site

Willow Removal

- » Willows were removed and some blackberries and gorse were groomed in Tannery Lane to the Yarrowee Marshes in preparation for revegetation.



Images: Willow Removal in Tannery Lane – Before and After

Street Trees and The Urban Forest

A target was included in The Ballarat Strategy to increase tree canopy cover by 40%. In addition The Ballarat Strategy endorsed the development of an Urban Forest Strategy to be delivered in 2015. The Urban Forest Strategy will help achieve the shared long-term vision for a greener, more vibrant and connected Ballarat, delivering huge community, environmental and economic benefits, such as healthier ecosystems that are more resilient to a changing climate.

- » The Street Tree Program was increased to 1,000 trees planted and each resident neighbouring a tree was given a watering bucket and information package highlighting the benefits of the program for the City.
- » An estimated total of 400-500 seedlings were provided to Council management on road reserves in new developments.
- » Over 500 nominations were submitted to the Exceptional Tree Register (established in 2013-14) with the assessment process currently in progress for inclusions to the register.
- » Community Blitz programs were undertaken at Warrenheip and Miners Rest that combine a holistic work program of tree pruning and street cleaning with tree planting to enhance liveability and character.
- » Every tree gap in the Ballarat Avenue of Honour was filled in the lead up to the special commemorative ANZAC Day event at the Arch of Victory. The Avenue now boasts a full quota of 3801 trees.
- » Approximately 11,500 seedlings were propagated in our native nursery, facilitated by almost 250 hours of volunteer hours. The seedlings were distributed for planting to Council Officers, Landcare Groups, the Green Army and school groups. Council took a lead role in events such as World Environment Day, National Tree Day and the One Child One Tree launch.

Community Gardens

- » A new community garden was created in Delacombe that is a highlight for Council and the local community. Funded through a Council Community Impact Grant, the team used the *Guide to Community Gardens* (City of Ballarat, 2014) in the planning and design stages of the new garden located at the Doug Dean Reserve. The project was an initiative driven by the YMCA with close support from the Delacombe Chair's Forum.

Street Litter

- » A rebranding of the Public Place Recycling services at the Bridge Mall, Lake Wendouree, Botanic Gardens and Victoria Park was completed. All general waste and recycling bins now comply with National Colour Standards with the more recognisable appearance being widely known to reduce cross contamination between services.
- » Almost 500 complaints relating to dumped rubbish were received and responded to. Twenty five infringement notices were issued in accordance with the EPA Act 1970.

- » A detailed design for a litter trap at the outfall from the drainage scheme at Bala Street in Sebastopol was completed. The device (Hume-Gard) is modelled to achieve greater than 90% entrapment of litter (>5mm diameter) from the sub-catchment that includes much of the commercial area near the junction of the Midland Hwy and Glenelg Hwy. Installation is planned for 2015-16.

3. UTILITY EFFICIENCY

Alternative Energy Sources

- » We are one of six Councils that make up the former Highlands Region Waste Management Group. A grant of \$94,000 was received by this group to trial processing green waste from the Ballarat Transfer Station into fuel pellets. The pellets can be used as an alternative to liquid petroleum gas (LPG) and solid wood for combustion heating systems. The report from this trial will assist in the development of waste to energy in the Ballarat region.
- » Our membership with the Central Victorian Greenhouse Alliance was renewed. This Alliance works to aggregate the activities of its member organisations to maximise the outcomes available at the larger scale. To kick off the renewed partnership, we took part in a feasibility study for a 'bulk buy' program of photo voltaic cells (solar electricity panels). The results indicated a number of our benevolent services (for example senior citizens, childcare and maternal health centres) offer a valuable opportunity for energy savings through solar electricity.

Energy Efficient Public Lighting

- » Public lighting, particularly street lighting, uses a significant amount of energy each year. In 2015 Council has more than 12,000 streetlights with total operating costs of approximately \$1.8 million and the number of lights increasing as Ballarat continues to expand.
- » Council's Efficient Public Lighting Policy (2014) was updated to include that all new or replaced public lighting installations must use the most energy efficient lighting available as approved by Powercor. A standard fitting has currently been approved by Powercor for an 18 Watt Light Emitting Diode (LED). These globes not only use substantially less electricity but also last longer than the existing Mercury Vapour 80 Watt (MV80) lighting which currently accounts for approximately 60% of Ballarat's street lighting inventory.

Looking Ahead

- » Over time this change will result in significant energy savings and is projected to reduce Ballarat's carbon footprint equivalent to 1,945 tonnes of carbon dioxide (CO₂e).
- » The City has more than 230 LED street lights at June 2015. Throughout 2014-15 Powercor conducted a number of routine replacements and LED Street lighting was installed in new sub-divisions. Council also completed Stage 1 of a trial where LED street lighting was retrofitted into existing suburbs using Lake Gardens as the case study. Funding was secured for Stage 2 of the case study in 2015-16.

Figure 6.1.6: Council's Electricity Use

The table below shows that Council's electricity use has increased steadily over the past five years since 2010-11 consistent with the growing number of assets within the City.

Year	Gigajoules
2010-11	23,840
2011-12	24,302
2012-13	24,632
2013-14	24,894
2014-15	25,153

Previously reported figures for electricity may vary a small amount due to constant updates in data continuity.

Figure 6.1.7: Key Energy Efficiency Initiatives at Council Facilities in 2014-15

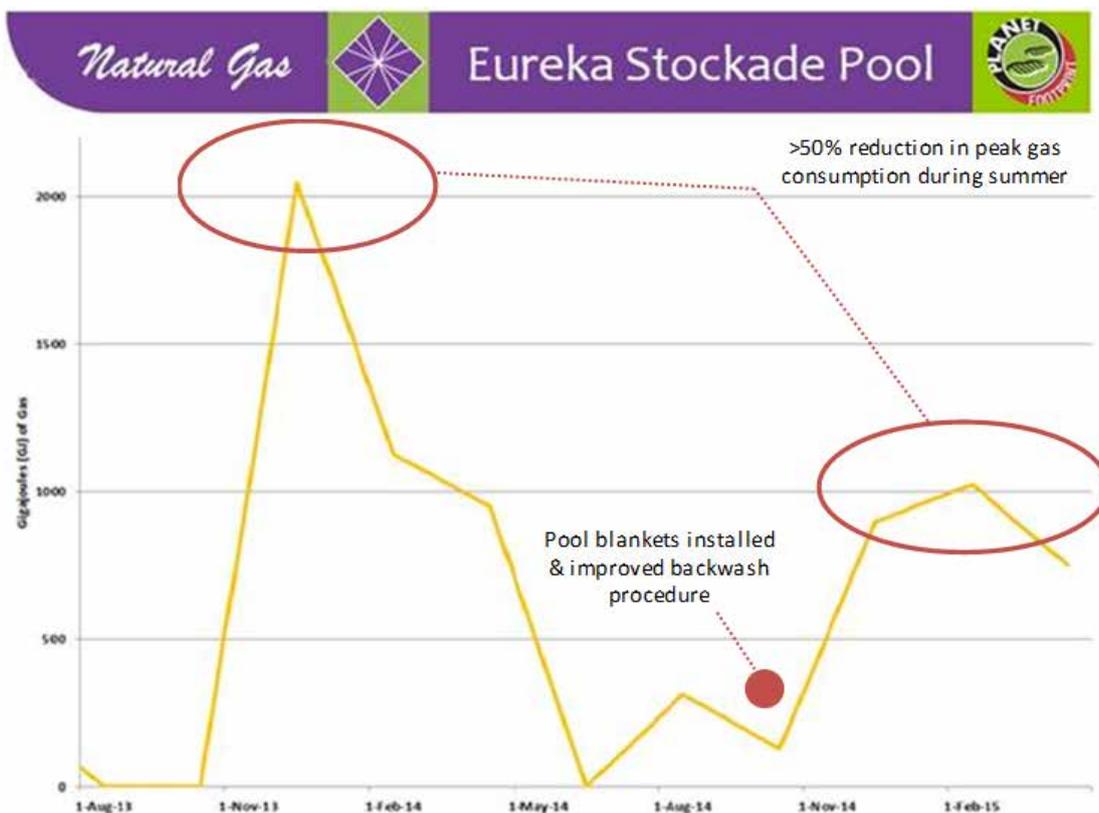
The table below shows key energy efficiency initiatives at Council facilities attributed to estimated carbon emissions reductions of equivalent to more than 150 tonnes of carbon dioxide (150 tonnes CO₂e).

Facility	Description	Estimated Reduction CO ₂ e
Robert Clarke Centre & Observatory	Draft sealing of Conservatory to repair damage to flashing from birds and weathering	N/A
Art Gallery	One chiller upgraded to new energy efficient unit	41
Eureka Stockade Pool	Installation and use of pool blankets, and changed filtration system improving timing and length of backwash. Gas consumption observed approx. 50% reduction.	100
Aquatic Centre	Installed chlorine generator to service the entire facility. Only salts required to be transported to the facility, minimising transport risks, and heat from the chlorine generation process is recovered and used for pool heating, reducing gas consumption.	N/A
	New packaged air conditioning unit installed	11.6

CO₂e = Carbon Dioxide Equivalent

Figure 6.1.8: Gas Consumption at the Eureka Stockade Pool

The graph below shows the result of installing pool blankets and the resulting gas savings.



Sustainable Construction

- » Key major projects were dominated by the expansion of the Ballarat Aquatic Centre to house the new 50 metre pool and the redevelopment of sports fields at CE Brown Reserve, as well as new buildings for Early Learning Centres at Miners Rest and Midlands (North Ballarat).

Figure 6.1.9: Key Major Projects

The table below shows sustainable construction actions as part of key major projects in 2014-15.

Key Major Project	What We Did
New 50m Pool at the Ballarat Aquatic & Lifestyle Centre	Installed solar hot water panelling, estimated to achieve up to 40-50% (max) of heating needs for new pool, reducing gas consumption.
	Installed heat exchanger on the backwash infrastructure of the new 50m pool to recover heat that would have otherwise been lost, and reduce the volume of gas required.
CE Brown Reserve	Upgraded to sand based turf with summer grass species mix, coarse aggregate layer and contoured clay base that reduces water demand once established.
Early Learning Centres	Installed textile ducting for heat recovery, rather than traditional sheet metal ducting, saving 10% to 20% on energy costs.

Figure 6.1.10: City of Ballarat Greenhouse Gas Emissions

Greenhouse Gas Emissions Source	Categorisation under NGERs Act	Measure (CO2e tonnes)
Landfill GHG Emissions after LFG Capture	Scope 1	N/A
Mains Gas	Scope 1	1,418
Bio-Diesel B20 (transport)	Scope 1	1,478
Unleaded Petrol (transport)	Scope 1	178
Bio-Diesel B5 (transport)	Scope 1	0
LPG (transport)	Scope 1	22
Diesel (transport)	Scope 1	198
Premium Unleaded (transport)	Scope 1	47
Unleaded with 10% Ethanol (transport)	Scope 1	0
Electricity	Scope 2	5,232
	Total Scope 1	3341
	Total Scope 2	5232
	Total Scope 1 & 2	8573
	Estimated Revegetation Offset	1,375

SUSTAINING OUR COMMUNITY ASSETS

ASSET MANAGEMENT

Council owns, operates and maintains community infrastructure assets valued at \$1.5 billion (financial valuation) which increases to over \$1.9 billion (namely buildings) when using renewal values. This is made up of more than 150,000 assets and includes non-financial assets such as trees. These assets have been built, acquired and donated to support the delivery of services to our community. In the Council plan, Council has committed to asset renewal and the reduction of the infrastructure renewal gap.

STRATEGIC OBJECTIVE: To continuously improve Council's Asset Management function, ensuring the protection of community assets and the long-term financial sustainability of Council through structured, socially responsible and transparent decision making.

GOALS/FOCUS

- » To reduce the infrastructure renewal gap
- » To meet the renewal demand of assets as they age
- » To manage Councils assets in a financial way.

KEY ACHIEVEMENTS

In 2014-15 we made significant progress in improving Council's Asset Management practices and capability:

- » Work continued on identifying and recording the value of our Heritage Assets with a total financial value of over \$68 million and completing an inventory of monuments and statues.
- » Ongoing work to improve our State of the Assets Report was undertaken, including adding additional sections and analysis. This report is a high level report presented to Council in March each year that reports on the condition of current assets, identifies asset renewal requirements, prioritises areas for renewal and highlights developing trends and risks.
- » An external review of Council's Asset Management Maturity (capability) was commissioned and an improvement plan was developed to ensure that Council's asset management function was best practice.
- » \$186,000 of funding for bridge renewal work was secured.
- » A tree protection framework and process was implemented – the program won the Excellence in Asset Management in Institute of Public Works Engineering Australasia Annual Awards. (See also page 12 - Overview Organisational awards)
- » Council's Asset Management Coordinator was appointed to the Board of 'Dial Before You Dig'.
- » Asset Condition assessments on the sealed road network were completed, increasing the knowledge and understanding of the state and renewal requirements of the road network.
- » Work on developing Transport, Drainage and Building Asset Management Plans continued – these are due to be presented to Council in October 2015.
- » Our staff was invited to provide specialist advice to other Councils and various State Government departments.
- » We were the first Council to implement electronic reporting of external utility defects such as reporting of dangerous Telstra pits to Telstra.

CHALLENGES/DISAPPOINTMENTS

In 2014-15 we faced the following challenges and disappointments:

- » Optimal maintenance and renewal funding for bridges and major culverts (valued at over \$42 million) would require an allocation of \$420,000 however current allocation is \$310,000
- » The annual maintenance and renewal budgets have been increased in line with Consumer Price Index (CPI) and do not take into account Council’s growing assets base through new subdivision development and growth. The average annual growth rate of assets is 1.9% and therefore annual maintenance and renewal budget increases should take this into account and increase above CPI levels.
- » Over \$6 million of failed assets that can no longer provide the level of service that is intended were identified. Most of these are bluestone channels built in the early 1900s and renewal of these channels is costly due to the amount of manual labour required, availability of replacement pitchers and having to work around tree roots which often cause movement and the failure in the channels in the first place.
- » Our bridges are high risk and high value assets and are in poor condition with significant backlog maintenance and renewal required. They have been identified as requiring the most urgent injection of funds to avert further accelerated deterioration and risk to the community. Inspections have identified two bridge structures (Lofven Street and Kennedys Road) that require urgent renewal; one has received funding from the Federal Government’s Bridge Renewal Program.
- » \$675,000 was allocated to the annual unsealed rural road renewal, which would be sufficient if a tiered rural road hierarchy was adopted, however funding of \$950,000 is required if the flat service level is to remain.
- » Current sealed road surface funding only meets 40% of the required funding. Road seals are critical in providing safe roads and protecting \$460 million of road pavement underneath. Continued underfunding will lead to a decreased service level as the asset is run down.

LOOKING AHEAD

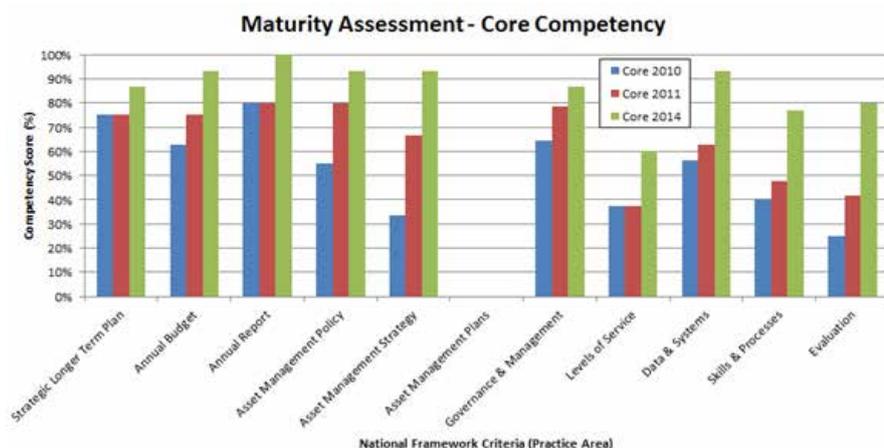
In 2015-2016 we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Completing Asset Management Plans for Transport, Buildings, Open Space and Drainage.
- » Continuing implementation of the Asset Management Improvement Plan.
- » Completing mobile works roll out to Operations.
- » Reviewing our Asset Management Policy.
- » Continuing to monitor our Asset Sustainability Ratio.
- » Continuing to assess the overall asset condition of our entire asset portfolio.
- » Achieving industry best practice with our Asset Management Maturity.

Assets Management Maturity

Figure 6.1.11: Maturity Assessment – Core Competency

The graph below highlights the significant gains made in recent years and forecasts a path to reach best practice over the next 12 months.



Asset Growth and Inventory

The average annual growth rate of Council's assets is 1.9% - this is due to new subdivision development and growth.

Figure 6.1.12: Asset Growth Year on Year by Asset Class

The graph below shows that the City of Ballarat asset base is building year on year.

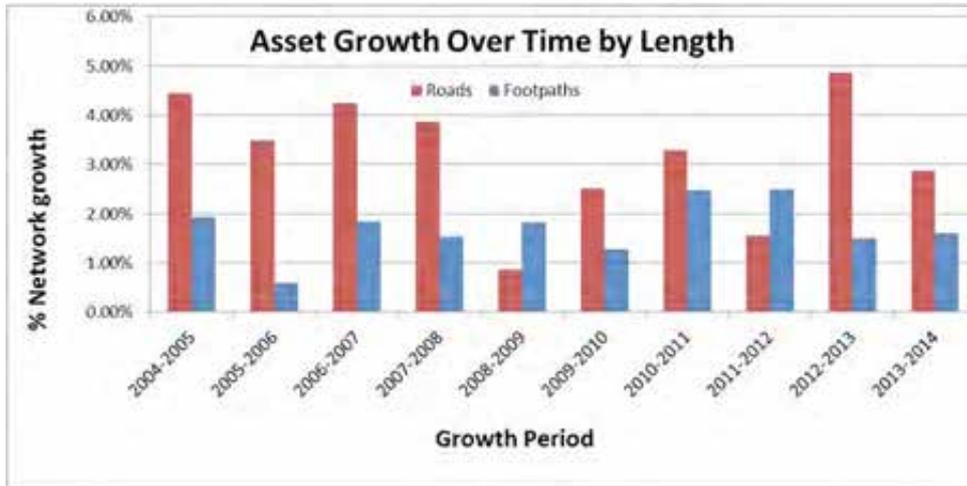
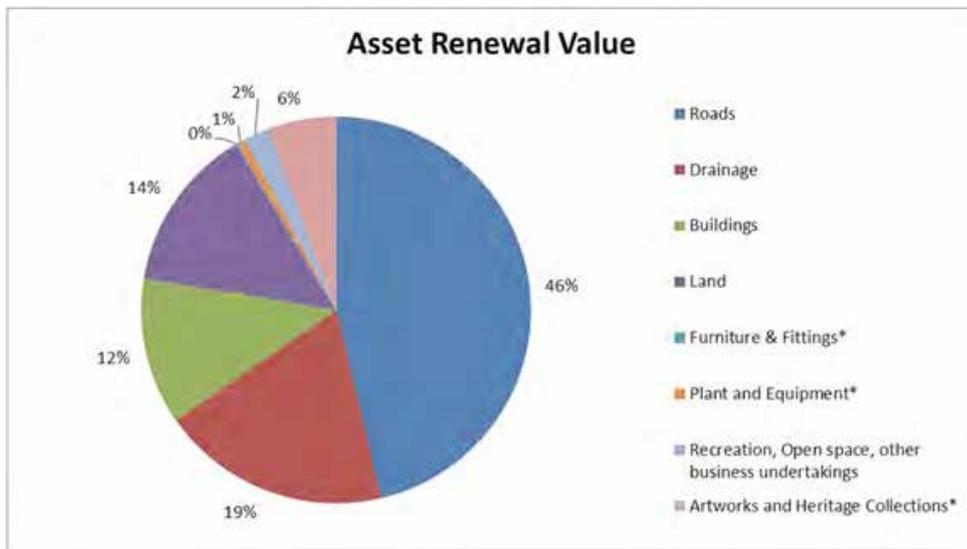


Figure 6.1.13: Asset Renewal Value by Percentage

The graph below shows the breakdown of the Cities assets by class.



WHAT WE DID 2014-15

Comprehensive Asset Management Plans are grouped in the following four major asset classes:

1. Transport

Roads

Inspections: 4,400 kilometers

- » 14.3km of additional road assets
- » \$3.2 million spent on rural roads – this includes an Intersection Upgrade Program that will deliver improved road safety on gravel roads intersecting sealed roads
- » \$675,000 spent on unsealed rural roads
- » 1388.0 km of road surface, 997.8 km of road pavement, 185 km of shoulder
- » 60.1 km of additional road surface, 4.2 km of additional road pavement, 0 km of additional shoulder assets in 2014-15
- » 4032.2 km of road based inspections
- » Assets valued at ~\$613.37 million

Footpaths:	Kerb and Channels
685.7 km of footpath assets	1084.4 km of Kerb & Channel assets
7.7 km of additional footpath assets in 2014-15	8.8 km of additional Kerb & Channel assets in 2014-15
1621.0 km of inspections	6.9 km of inspections
Assets valued at \$68.5 million	Assets valued at \$161.6 million

2. Drainage

Pipes	Channels
516.6 km of pipe assets	28.3 km of channel assets
9.3 km of additional pipe assets in 2014-15	No additional channel assets currently identified in 2014-15
1.1 km of inspections	520.9m of channel inspections
Assets valued at \$242 million	Assets valued at \$60.3 million

Pits	Basins
16608 pit assets	16 basin assets
162 additional pit assets in 2014-15	2 additional basins in 2014-15
66 pit inspections	Assets valued at \$661,082.73
Assets valued at \$37.1 million	

3. Buildings

Libraries	Childcare Facilities	Community Halls
3 Libraries	29 Children's Centres/Early Learning Centres	37 Community Centres

4. Recreation and Open Space

Ballarat residents place a high value on Ballarat's tree-lined streetscapes and reserves. Within the urban area there are over 60,000 trees that require pruning and maintenance.

Trees

- » 94,799 tree assets
- » 272 additional trees planted, 1749 new trees identified in 2014-15
- » 10,838 tree inspections

Active and Passive Play Spaces

Playgrounds	Basins
125 Playground assets	9 BMX Track assets
5 additional Playgrounds in 2014-15	1 additional BMX Track in 2014-15
143 playground inspections	15 BMX Track inspections
Assets valued at \$16.1 million	Assets valued at \$183,600



Lifestyle and Opportunity: As part of our strategic objective to provide more capability for engaging the community to participate in decision making that affects them, our Engaging our Communities program has delivered tangible outcomes including the new BMX pump track at Miners Rest... to read more about how we engage with our community see page 16.



Lifestyle and Opportunity: As part of our strategic objective to provide better amenity through better access to leisure and recreational facilities and open spaces, the new suburb of Lucas in the Ballarat West growth corridor has been identified for the first park.



6.2. OUR PERFORMANCE

GROWTH AND DEVELOPMENT PORTFOLIO

OUR VISION

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

OUR COMMITMENT TO HEALTH AND WELLBEING

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

- » Creating urban and rural environments that are safe, attractive and accessible using design elements that will improve the health and wellbeing of residents
- » Support the provision of a mix of housing in both rural and residential areas
- » Increasing active transport options and access to community facilities and improving the quality of public and open space areas to provide an inviting environment for leisure and recreation activities
- » Delivering a more ecologically sustainable use of resources and improved adaptation to climate change, with proposed activities around waste management, water harvesting and tree planting

KEY ACHIEVEMENTS

We are pleased to report the following highlights for 2014-15:

- » Developing a Visionary Plan for the Ballarat Botanical Gardens featuring a 21st Century Fernery proposal as a result of our work with the Friends of Ballarat Botanic Gardens – this was supported by Council through the Budget process and the design and construction project is now progressing.
- » Delivering a record Capital Works Program across the urban road network and rural roads, this was in excess of \$15 million in 2014-15.
- » Continuing to implement irrigation and replanting across the Sturt Street Gardens and Victoria Street Entrance to the City to further showcase the majestic gardens of Ballarat.
- » Completing a major Capital Works Program at the Smythesdale Landfill site with new cells now available to provide for a further three to five years availability to accommodate the City's waste requirements.
- » Delivering local infrastructure to communities to enhance their amenity through the Playground Installation Program.
- » Delivering the Avenue of Honour in pristine condition with all trees and plaques correctly located in time for the Commemorative ANZAC Dawn Service on 25 April 2015.
- » Developing a 20-year cash flow model for Ballarat West Developer Contribution Plan based on the infrastructure to be delivered and levies to be collected in the growth fronts categorised into short, medium and long term. This informed Council's long-term Strategic Plan which led to endorsement of a \$40 million borrowing strategy to deliver Early Years Hubs. The proposed fiscal strategy for Ballarat West puts Ballarat in an enviable position of being able to leverage borrowing capacity to provide upfront infrastructure to support and accelerate growth.

CHALLENGES/DISAPPOINTMENTS

In 2014-15 we faced the following challenges and disappointments:

- » The development of the Public Toilet Strategy was not completed in 2014-15 due to additional investigations and options analysis – the Strategy is now due to be presented to Council for consultation with the broader public in September/October 2015.
- » The completion of the Rural Road Hierarchy has been delayed due to further interrogation of existing data and additional investigation – the report is now due to be presented to Council in November/December 2015.
- » A green waste solution and kerbside pick-up has been subject to further review with options being explored to deliver the most cost effective solution for ratepayers – we are now working to deliver an effective service to commence in 2016.
- » An alternative waste management solution continues to provide a challenge – exploration of a range of alternatives will be ongoing during 2015-16.
- » The ongoing delivery of a major Capital Works and Maintenance Program for the urban road network and approximately 380 km of our rural road network with a wet winter in 2015 adding to our challenges heading into 2015-16.
- » With Council continuing to bring online new public buildings such as new Early Years facilities, the additional challenge of delivering the maintenance regimes within existing budgets requires ongoing efficiency efforts.
- » With major developments coming online in the Ballarat West growth area we face the challenge of infrastructure that requires ongoing management – our partnership with developers through the Ballarat West Developer Contribution Plan is now a key priority for Council.
- » The ongoing challenge of reducing our carbon footprint in the areas of waste, water and energy.
- » The ongoing challenge of ensuring the City maintains its attractiveness and outstanding level of presentation to deliver Ballarat in the best possible manner for residents and visitors.
- » The ongoing challenge of maintaining and enhancing community sporting facilities and open spaces to deliver state-of-the-art facilities for our community.
- » The delay in the adoption of the Ballarat Strategy (due for adoption before the end of 2014-15) – timelines were extended to take into account and incorporate feedback from the Reference Group.

LOOKING AHEAD

In 2015-2016 we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Completing new cells at the Symthesdale Landfill site.
- » Continuing to enhance the operations of the Smythesdale Landfill to deliver a facility that achieves best practice environmental standards.
- » Continuing to review and manage Council properties and tenancies.
- » Completing a review of Council Local Laws.
- » Adopting the Rural Roads Hierarchy.
- » Completing the review of the Regional Transport Strategy.
- » Working towards a green waste solution for the City.
- » Implementing a revised organisational structure for our Local Laws and Traffic Unit.
- » In the CBD, undertaking the 40 km/hour trial, enhancing pedestrian crossings and reviewing parking management.
- » Presenting the Sustainable Transport Strategy and Road Transport Strategy to Council.
- » Delivering the Road Capital Program 2015-16.
- » Developing a Waste-to-Energy Facility at the Ballarat West Employment Zone.
- » Commencing the Urban Forest strategy (greening of the City).
- » Seeking endorsement for the Ballarat West Development Contribution Plan, Policy and Administration Manual.
- » Implementing the collection of the Development Contribution Infrastructure Levy.

Fast Stats

- » **1,100 street and park trees planted**
- » **7,000 tube stock native trees planted**
- » **1,137 planning permits processed (up from 1034)**
- » **86 Average Gross Days for planning applications to Determination**
- » **59 Median Planning Processing Days to Determination**
- » **75% of Planning Applications completed within 60 days (in comparison, the state-wide rural city average was 68%)**

The above planning statistics are from the Planning Permit Activity Reporting System data.

OUR PERFORMANCE 2014-15

In this section we report on our performance in 2014-15 against the Council Plan. Where relevant we have included references to other sections of this Annual Report.

Outcome 1: A Well-Planned City

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

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

- » Completing the development of the Ballarat Strategy (Ballarat – Today, Together, Tomorrow)
- » Reviewing the Municipal Strategic Statement (MSS).
- » Implementing a long-term vision for Victoria Park to create connectivity between the Lake and Gardens Precinct and the saleyards site and to achieve greater use of open space.
- » Exploring options for the former saleyards site including consideration of the showgrounds relocation.

What we said	What we did	%
Finalise the consultation process and prepare the Ballarat Strategy.	The Strategy was released and is ready for adoption in July 2015. Reason not 100% complete: The time taken to undertake necessary consultation.	95
Prepare the draft MSS and commence the Planning Scheme Amendment.	The draft documentation was prepared for the MSS and this is ready to commence the Amendment process. Reason not 100% completed: Adoption of Ballarat Strategy was a necessary precursor to this work.	50
Advance work on the long-term strategy for Victoria Park considering the potential relocation of Ballarat Agricultural and Pastoral Society (BAPS) to Victoria Park.	The scoping paper was released following initial engagement with the Ballarat community. A draft plan was prepared for future consultation. Reason not 100% completed: The time taken to undertake necessary consultation.	50
Consider the potential relocation of BAPS to Victoria Park.	An initial business plan for relocation was prepared which included liaising with relevant stakeholders. This business plan was used to support an application to the National Building Stronger Regions fund. Reason not 100% completed: The time taken to undertake necessary consultation.	60

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

- » Developing and implementing planning policies and guidelines using principles promoting health and safety such as Urban Design for Safe and Healthy Environments.
- » Identifying, classifying and integrating new planning scheme zones in line with the Victorian Planning Scheme review.
- » Reviewing and updating the Ballarat Planning Scheme to reflect the intent and actions from the Ballarat Strategy.

What we said	What we did	%
Incorporate strategies for health and safety into the Ballarat Strategy that will then be adopted by Council as policy.	Strategies were integrated into the Ballarat Strategy and a range of other place-based projects including Victoria Park and the Health & Education Precinct. Reason not 100% completed: The time taken to undertake necessary consultation and documentation.	50
Continue work on integrating new planning scheme zones in line with the Victorian Planning Scheme review.	New Residential Zones were implemented into the Planning Scheme.	100
Take into consideration outcomes from the Ballarat Strategy in the preparation of the draft Municipal Strategic Statement.	Draft documentation was prepared ready to commence the Amendment. Reason not 100% completed: The adoption of Ballarat Strategy is a precursor to this work.	50

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

- » Establishing an Infrastructure Growth Fund to meet the infrastructure requirements of new and proposed growth corridors across the city over the next 20 years.
- » Preparing a financial contribution plan to enable construction of the necessary social, community and recreational infrastructure across the Ballarat West Urban Growth Zone.
- » Managing the development of the Ballarat West Urban Growth Zone including implementation of the Precinct Structure Plans which are a key component of future growth planning.
- » Implementing Stage 1 and plan for Stage 2 of the Ballarat Western Link Road.

What we said	What we did	%
Continue to contribute to the Infrastructure Growth Fund annually in line with the Long Term Financial Strategy	Achieved. The Developer Contribution Plan completed in 2014 will allow the necessary contributions to infrastructure within the Ballarat West Growth Zone.	100
Put in place the Developer Contribution Plan and have it managed by Council Officers.	The Developer Contribution Plan was adopted by the Minister and communicated to all stakeholders – it is being tightly managed by Council Officers.	100
Continue to implement the Precinct Structure Plans for the Ballarat West growth corridor.	A new locality has been created to cater for increasing population growth in the Ballarat West Growth Zone. Reason not 100% completed: Consultation in the zone is ongoing with completion expected by the end of 2015.	70

What we said	What we did	%
Finish construction of Stage 1 of the Ballarat Western Link Road.	Stage 1 was completed with the exception of sealing. Reason not 100% completed: The early onset of wet weather delayed the sealing.	90
Let Stage 2 of the Ballarat Western Link Road – with construction to commence in late 2015.	Planning was completed but the tender has not yet been advertised. It is hoped that construction can commence late in 2015. Reason not 100% completed: Extended negotiations with Registered Aboriginal Party.	50

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

- » Implementing the Domestic Animal Management Plan 2012-16.
- » Commencing planning for a new Regional Animal Shelter in line with animal housing guidelines and review the options for its management and operation.
- » Educating residents and businesses on increased issues of food safety and infectious disease prevention and control, caused by climate change.
- » Enforcing public health and planning legislation regarding the supply and consumption of alcohol and tobacco.

What we said	What we did	%
Consider the implementation of off-lead dog areas across the City.	An Off-Leash Order was adopted in line with the Domestic Animal Plan (DAM) and commenced in April 2015.	100
Finalise arrangements with the RSPCA and begin planning for a new Regional Animal Shelter.	An agreement with the RSPCA regarding the current animal shelter is in place but planning has not commenced on the new Regional Animal Shelter. Reason not 100% completed: Waiting for funding approval before starting the planning process.	50
Continue to monitor and enforce the relevant statutory provisions regarding the supply and consumption of alcohol and tobacco.	The roll-out of new tobacco reforms was completed.	100

OUTCOME 2: A Connected City

Better access to active and sustainable transport options

STRATEGIC OBJECTIVE: Develop sustainable and accessible transport and active transport initiatives by:

- » Developing and implementing a Sustainable Transport Strategy (STS) that includes local planning for roads, public transport and alternative transport options for adoption in 2014-15.
- » Facilitating an Integrated Transport Working Group across Council, including the appointment of a dedicated officer, to enhance integrated approaches to sustainable transport planning.
- » Implementing the Car Parking Strategy and developing new actions that reflect future growth needs and accessibility requirements of current parking, including the replacement of parking meters.
- » Investigating Public Private Partnership opportunities for developing a multi-storey car park within the CBD.
- » Advocating the delivery of the Central Highlands Regional Transport Strategy and reviewing the Ballarat Road Transport Strategy (which will focus on any improvements to present and proposed arterial links) and implementing recommendations.
- » Advocating and supporting the Regional Rail Link Project including better internet connection on the regional rail system.

What we said	What we did	%
Exhibit a Discussion Paper on the Sustainable Transport Strategy for public comment.	The Discussion Paper was released for community feedback and comments were incorporated into the Ballarat Strategy. Reason not 100% completed: The adoption of the Ballarat Strategy is a precursor to this work.	50
Undertake a review of the Ballarat Road Transport Strategy in conjunction with the Sustainable Transport Strategy.	Reason not 100% completed: The Ballarat Road Transport Strategy is to be completed after the completion of the Sustainable Transport Strategy.	0
Consider the opportunity for a Transport Planning role following the completion of the Sustainable Transport Strategy.	Reason not 100% completed: Prior to the implementation of a Transport Planning role it is imperative that the Sustainable Transport Strategy be completed.	0
Continue the Parking Meter Replacement Program.	This program was fully delivered for 2014-15. Nine new ticket machines were installed across the City and a further two machines were ordered at the start of June 2015. Ongoing review and rationalisation of timed parking limits is to be implemented, primarily within the CBD.	100
Finalise the working agreement for the funded car park at Ballarat Health Services.	The working agreement with Ballarat Health Services was finalised.	100
Adopt the reviewed Central Highlands Regional Transport Strategy.	The Project Brief for the review of the Regional Transport Strategy was completed. Consultants are to be engaged in late 2015 to commence the review. Reason not 100% completed: The Strategy will be adopted after it is completed.	25
Work with the State Government on the WiFi initiative for the Ballarat Regional Rail service.	Work with the State Government continued on this State Government initiative – this has been announced pending delivery by the State Government in future years.	50

OUTCOME 3: A City that manages waste resources responsibly and seeks innovative waste, water and energy solutions

More progress towards an ecologically sustainable environment

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

- » Developing and implementing a new Waste Management Strategy to increase the diversion of waste from landfill including improved separation processes at the waste transfer station.
- » Investigating and seeking funding partnerships for a viable and affordable green waste solution and the implementation a kerbside green waste collection service.
- » Managing the waste operations at the Smythesdale landfill.
- » Improving the regional approach to waste management by participating in the newly formed regional waste management group.
- » Educating the public on waste reduction strategies, escalation and enforcement.
- » Developing the Harvesting our Waste Resource Project which considers innovative and alternative approaches to managing waste products.

What we said	What we did	%
Review the Waste Management Strategy 2013 based on the new State Government's policy.	The Waste Strategy Review was presented to Council in February 2015.	100
Commence an EOI process for a green waste collection and processing facility in conjunction with Sustainability Victoria and Bendigo Council.	Green waste solution was placed on hold for most of the year due to the Waste-to-Energy investigation. Ongoing development of future service delivery is yet to be completed. Reason not 100% completed: Ongoing development of future service delivery is yet to be completed.	25
Continue to plan for and manage the Regional Landfill to accommodate waste for a five-year period.	All actions for 2014-15 were completed. Cell G1 was completed and has been filled (this is the smallest section of the three cells that make up cell G).	100
Become part of the new Grampians Central West Region Waste and Resource Recovery Group.	The City of Ballarat has been an active participant in the group's forums and Technical Officer's meetings.	100
Continue to work with and deliver education programs through the Smart Living Centre.	Education programs on waste reduction strategies, escalation and enforcement were delivered to community on request and through regional programs. (The Smart Living Centre relocated to the Ballarat Library.)	100
Develop waste recovery programs at the transfer station and waste-to-energy initiatives at the Ballarat West Employment Zone	An alternative waste management solution was placed on hold for most of the year due to the Waste-to-Energy investigation. Reason not 100% completed: Ongoing development of future service delivery yet to be completed.	25

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

- » Continuing implementation of actions from the Environment Sustainability Strategy (ESS) 2012-14 that are targeted for the community’s benefit.
- » Implementing the Office of Living Victoria ‘Living Ballarat’ project including concept project for the Ballarat West Managed Aquifer Recharge (MAR) Project.
- » Completing current stormwater harvesting projects and investigating further opportunities for stormwater harvesting.
- » Developing a proposal for a state/federal partnership to fund waste-to-energy projects.
- » Investigating the use of alternative energy sources such as the palletisation of waste for use in combustion heating systems.
- » Increasing biodiversity and tree canopy cover across the city through the creation and promotion of a new ‘Greening the City’ initiative which includes increased tree planting.

What we said	What we did	%
Work with the Ballarat Regional Sustainability Alliance to prepare the Environment Sustainability Strategy 2015.	The Environment Sustainability Strategy 2015 was developed as part of the Ballarat Strategy. Development of a new action plan has commenced and is due for completion in late 2015. Reason not 100% completed: There was a change of approach with the Environment Sustainability Strategy due to the development of the Ballarat Strategy.	80
Continue trialling the Ballarat West Managed Aquifer Recharge Project as part of the Living Ballarat Project.	The Managed Aquifer Recharge and Recovery Feasibility Project was completed and the final report delivered as part of the Living Ballarat Project where we worked in collaboration with Central Highlands Water, Corangamite Catchment Authority, the State Government and other key stakeholders.	100
Continue to investigate options for stormwater harvesting across the City.	A Stormwater Taskforce was established and actions were developed and implemented Reason not 100% completed: Works are still to be completed to fully use the Harnessing Ballarat Stormwater network.	80
Seek funding for future commercialisation of a waste-to-energy project per the Regional Capital Plan.	Reason not 100% completed: Development of a future waste and alternative waste management service delivery is yet to be completed – this work is ongoing.	0
Prepare for a trial of palletising of waste for use in combustion heating systems.	This project was abandoned. Reason not 100% completed: Ongoing development of a future waste and alternative waste management service delivery is yet to be completed.	0
Continue the Tree Planting Program.	The Tree Planting Program was delivered in line with allocated budgets and a focus on a positive net impact to street trees. Tree removals in streets and parks were replaced with only some rural roadside trees not replaced. The total of street and park tree plantings totals was 1,100 with 7,000 tubestock native trees planted in the City.	100

OUTCOME 4: A well-presented City

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

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

- » Implementing the Preserving our Heritage Strategy in line with the UNESCO recommendation for the Historic Urban Landscape.
- » Advocating with Friends of the Ballarat Botanical Gardens for partnership funding opportunities for the design, construction and delivery of the Botanical Gardens Fernery.
- » Investing in the ongoing conservation of the heritage assets in the Lake Wendouree Precinct including the Botanical Gardens floral clock and tramline.

What we said	What we did	%
Prepare a Heritage Strategy as to how Heritage Urban Landscapes will be implemented in Ballarat.	The study was completed through Ballarat Imagine, Ballarat Strategy process and Heritage Urban Landscapes background studies. Community values integrated into www.hulballarat.vic.org.au and www.visualisingballarat.org.au online tools.	100
Complete a Vision Plan for the Ballarat Botanical Gardens.	A Vision Plan was completed and recommendations are currently being implemented.	100
Continue investment and seek matching funding where possible for the Olympic Rings and Tram Crossing.	As part of our objective to preserve heritage assets within the Botanical Gardens precinct, the Olympic Ring Precinct was upgraded, the Rustic Fountain was repaired and an addition to the Prime Ministers' Walk was completed.	100

STRATEGIC OBJECTIVE: Enhance and protect public open space by:

- » Enhancing the overall presentation and beautification of the major gateway entrances to the city at Woodman's Hill (Western Highway), Ballarat North (Creswick Road), Wendouree (Gillies Street), Sebastopol (Midland Highway) and Victoria Street - replace native grasses with irrigated lawns; tree plantings; garden beds.
- » Continuing implementation of actions from the adopted Lake Wendouree Master Plan.

What we said	What we did	%
Continue to implement beautification works at the City's major gateway entrances.	The allocated Capital Budget was fully spent with planned beautification works completed in the areas identified: Creswick Road, Gillies Street, Albert Street, Victoria Street and Sturt Street.	100
Finalise preparation works for the 2014 World Rowing Masters Regatta.	All planned works were completed.	100

OUTCOME 5: A City with well-managed assets

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

STRATEGIC OBJECTIVE: Enhance and protect public open space by:

- » Delivering planned asset replacement and renewal in the city's public open spaces in line with the Ballarat Open Space Strategy (BOSS).
- » Developing new open space areas in growth zones in line with the BOSS.
- » Enhancing the public realm in major public spaces to improve visual amenity by upgrading signage, placing power lines underground and drainage.

What we said	What we did	%
Deliver playground renewal works in four locations.	Works were completed in the original four locations identified: Hearn's Road Reserve, Jack Toohey Reserve, Shaw Avenue and Walton Street Reserve. In addition a new playground at Lake Esmond was completed.	100
Consider new parks and include new parks in Precinct Structure Plans within the Ballarat West growth corridor.	Parks and other open spaces have been considered in the Precinct Structure Plans. The first park for implementation is in the new suburb of Lucas.	100
Continue to work with external agencies to seek funding opportunities for the undergrounding of power lines.	Funding opportunities were pursued but were not successful. Reason not 100% completed: External funding that previously existed is no longer available.	0

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

- » Maintaining and creating footpaths and kerbs with consideration and consultation for accessibility.
- » Reviewing, funding and delivering the revised rural roads maintenance program.
- » Implementing the Public Toilet Strategy that provides for an adequate level of amenity across the city, adopting accessibility and safety design elements.

What we said	What we did	%
Spend \$60,000 annually on retrofitting infrastructure that is non-Disability Discrimination Act (DDA) compliant.	A new DDA compliant public toilet facility was completed at Doug Dean Reserve and additional access provisions were made at various facilities including the Learmonth Netball Shelter.	100
Spend \$1.2 million on maintenance of the rural road network.	\$1.2 million was spent In line with the allocated Budget on the Rural Road network.	100

What we said	What we did	%
Complete the Rural Road Hierarchy and present to Council.	The Rural Road Hierarchy was commenced but not completed and is due to be presented to Council for adoption in late 2015. Reason not 100% completed: Ongoing internal consultation required.	50
Implement the Public Toilet Strategy.	As a part of the strategy a new facility was installed at Doug Dean Reserve (in Delacombe). Also the Howitt Street facility was upgraded and plans for a new facility Alfred Deakin Place were completed.	100

STRATEGIC OBJECTIVE: Manage Council's natural and physical assets sustainably by:

- » Implementing the Asset Renewal Strategy for Council's core infrastructure.
- » Increasing investment in asset renewal to the recommended renewal targets and incrementally growing investment in asset maintenance to recommended levels.
- » Completing asset management plans for all asset classes including the city's statues, fountains and monuments and the two Council owned caravan parks.
- » Preparing long-term Asset Management Plans and maintenance standards for the Ballarat and Buninyong Botanical Gardens and Lakes Wendouree, Learmonth, Burrumbeet and Esmond.

What we said	What we did	%
Complete an annual State of the Assets Report.	The State of the Assets Report and the Building Conditions and Environmental Report were completed and presented to Council prior to the adoption of the annual Budget.	100
Complete an annual Asset Condition Audit.	The Asset Condition Audit was completed and presented to Council prior to the adoption of the annual Budget.	100
Complete a Condition Audits on Heritage Assets.	The Heritage Assets Audit was completed in 2015. The State of Buildings report was presented to Council with updated Asset Management Plans.	100
Commence work on Asset Management Plans for Lakes Wendouree, Learmonth, Burrumbeet and Esmond.	The draft Recreation and Open Space Asset Management Plan (which includes the City's lakes) was completed and is due to be presented to Council in September 2015.	50



Lifestyle and Opportunity: As part of our strategic objective to provide the best possible facilities and programs that support early years development an additional 105 licensed kindergarten places were created across the City.



6.3. OUR PERFORMANCE

PEOPLE AND COMMUNITIES PORTFOLIO

OUR VISION

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

OUR COMMITMENT TO HEALTH AND WELLBEING

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

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

»

KEY ACHIEVEMENTS

We are pleased to report the following highlights for 2014-15 – for more details on these see the detailed 'Our Performance: What we Did' section following:

- » A delegation from Inagawa (Japan) headed by the Mayor visited Ballarat as part of the commemoration of the 25th year of our Sister City relationship.
- » Our Inagawa (Japan) Sister City Program and Friends of Ainaro (Timor Leste) Friendship City Program were strengthened to progress international understanding and cultural connections, exchange and business opportunities.
- » Parent Place (a dedicated place to support parents of young children) was the winner of the Department of Education and Training 2014 Early Years Award, Increasing Parenting Capacity. See also page 12.(Overview: ORGANISATIONAL AWARDS)
- » The Ballarat Library was a finalist in the Ballarat Heritage Awards, Heritage Innovation Category for Digitising the Chinese Newspapers of the Goldfields, Ballarat – in collaboration with the Gold Museum, the State Libraries of Victoria and NSW and the National Library. See also page 12.(Overview: ORGANISATIONAL AWARDS)
- » The KinderGARDEN partnership project was a finalist in the Department of Education and Training Early Years Awards 2014. See also page 12.(Overview: ORGANISATIONAL AWARDS)
- » City of Ballarat Libraries participated in the 25,000 Poppies Project to recognise the 100th Anniversary of the Gallipoli landing – handcrafted poppies were made and donated through our libraries and contributed to the state-wide display at Federation Square in Melbourne.
- » The Municipal Early Years Plan 2015-18 was launched – this Plan sets strategic priorities for the City of Ballarat and the delivery of early years services.
- » The third version of the Early Years Guide was launched – this resource lists services for children and families in the City of Ballarat – it was distributed widely and is available online at www.ballarat.vic.gov.au.
- » A State of Ballarat's Children Report, 'Snapshot' was launched – this is a powerful document providing data and evidence about the progress of children in Ballarat.
- » As part of Children's Week held in October 2014 approximately 1,500 children participated in 44 events that were held in conjunction with organisations and businesses in Ballarat.
- » Parent Place was relocated to a permanent location at 39 Sturt Street Ballarat and is now co-located with the municipality's Enhanced Maternal Child Health, Family Day Care and Supported Playgroups Program.
- » An updated Maternal and Child Health website, was launched – the new site features educational videos on topics of interest for parents.
- » An additional 105 licensed kindergarten places were created across the City with the completion of Kindergartens at Midlands and Miners Rest. Cardigan Village Kindergarten has also been completed and will be offering kindergarten programs from Term 1, 2016.
- » The Occasional Care (Childcare) Centre took part in a Healthy Together Victoria initiative, the Achievement Program which assists education and care services to implement a whole-of-service approach to health and wellbeing for children, families and staff with a focus on strengthening community partnerships.
- » An application for Community Support Program funding was successful – for provision of Family Day Care for the next 12 months.
- » Feedback was received from Minister Robin Scott that the Multicultural Information Place (MIP) 'welcome desk' at the Ballarat Library is a unique model that he will recommend to other Local Government Authorities.

CHALLENGES/DISAPPOINTMENTS

In 2014-15 we faced the following challenges and disappointments:

- » Not obtaining an endorsed Council position on affordable housing.
- » The challenge of exhaustive consultation processes as part of our Engaging Communities Program resulting in long lead-in time for some projects to be delivered.
- » Some really positive local engagement processes were overshadowed by some high profile engagement processes which ran into difficulties and negatively influenced the broader community perception.
- » The delay in the development of the Lucas Community Hub Project.
- » The delay in the development of the Inclusive Play Space at Victoria Park.

LOOKING AHEAD

In 2015-16 we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Applying for Living Libraries funding to refurbish the Sebastopol Library that will reinvigorate library services and expand our ability to provide community connections and lifelong learning in the Sebastopol community.
- » Continuing to expand and develop our Digital Hub Program to build on lifelong learning and digital literacy opportunities for residents.
- » Expanding our Library Outreach Service by investigating service delivery to aged care facilities via our pop-up library model.
- » Making further improvements to amenity at the Eureka Swimming Complex following the adoption of the Sport and Recreation Strategy.
- » Implementing the new Youth Strategy 2013-17 following adoption by Council.
- » Presenting the final draft of Positive Ageing Strategy 2015-18 to Council for endorsement.

Fast Stats

- » **Parent Place had 2,644 adults and 2,522 children visit from October 2014 until June 2015.**
- » **14279 Maternal and Child Health appointments were attended.**
- » **1307 babies born.**
- » **Maternal and Child Health participation rates – 100% for the first visit and averaging 78% across all ages up to age three and a half.**
- » **175 Maternal and Child Health first parent group sessions.**
- » **Childhood Immunisation services provided in 4 locations across the City, including a drop in session on Saturday mornings.**
- » **Secondary school immunisations provided at 17 school sites.**
- » **Supported Playgroup Program convened a total of 6 supported playgroups involving approximately 118 families. The program also organised one-off playgroups including the World's Biggest Playgroup event and numerous other playgroups in partnership with groups such as Ballarat and District Aboriginal Co-operative, in locations such as Parent Place, shopping centres, libraries and M.A.D.E.**

OUR PERFORMANCE 2014-15

In this section we report on our performance in 2014-15 against the Council Plan. Where relevant we have included references to other sections of this Annual Report.

OUTCOME 1: A stronger and more connected community

More people actively participating in community life

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

- » Implementing the Library Services Strategic Plan 2012-17, including establishing a Digital Literacy Program.
- » Building awareness of libraries as community hub spaces and broadening service delivery towards learning services.
- » Providing Radio Frequency Identification (RFID) technology to facilitate the throughput and self-checkout of library materials.
- » Supporting Ballarat's Neighbourhood Houses to play a local role in delivering community strengthening through their lifelong learning programs.
- » Investigating how we can enhance community connectedness through Council's volunteer program.

What we said	What we did	%
Continue the implementation of actions in the Library Services Strategic Plan.	Almost all actions in the Plan were implemented, including ongoing work on building our eResources collection. Reader development programs have resulted in a 14% increase in overall visits to our libraries. Our Digital Hub Programs continued to be heavily used with 1,118 sessions attended by 1,937 people. Our Digital Literacy Program will continue to be an integral part of ongoing learning programs offered at all libraries	100
Continue to build awareness of libraries as community hub spaces.	Our libraries continued to go through a renewal in terms of the social infrastructure and the wide range of services and experiences offered. We further evolved the physical spaces at our libraries through the integration of faster free WiFi and Maker Space, Digital Hub and Early Years Programs. In addition we continued to expand the 'walls' of libraries beyond the physical space, with online resources, social media and outreach services changing how collections and services are accessed and shared. The Ballarat Library was used to launch a range of important community events and as a central hub during major events. Our libraries also hosted a number of cultural hub activities. Ballarat Library welcomed a new partnership with the Ballarat Smart Living Centre and now houses a permanent display by the Centre with rostered volunteers providing a one-stop-information-shop for the Ballarat community on all things sustainability. Reason not 100% completed: The development of new programs and services is ongoing in response to community interest and demand and so this area is constantly evolving.	75

What we said	What we did	%
Continue to expand our existing library services from lending to learning services.	Lifelong learning was supported with a variety of events such as (nine) author events and a series of Reading Hour events – a highlight was a special Reading Hour with the North Ballarat Roosters Football team that attracted 200 people.	80
Increase the number of library users using the new Radio Frequency Identification (RFID) technology for their library transactions.	Assistance continued to be offered to users to help operate the technology and make it easy to use. The number of library users now using the RFID technology has increased to over 87% in 2014-15.	100
Continue to expand library programs for the public with a focus on digital literacy programs.	The new RFID technology has freed up resources to allow us to expand our library programs, in particular digital learning programs such as Techno Fun and Maker Space Programs in the school holidays and the Lego Robotics and Minecraft Clubs.	100
Continue to support our volunteers and volunteer programs and promote volunteering in our community.	The Meals on Wheels (MOW) Program expanded with 40 new volunteers. Volunteers continued to contribute to other programs including the Art Gallery, Home Library, Parent Place and Disability Day Programs. Volunteers received personal and professional development through training, reward and recognition events. Work continued with United Way including a joint project promoting volunteering to new residents. See also page 98 (Our People - Volunteers).	100

Figure 6.3.1: Library Fast Facts

Libraries

- » 409,563 visits
- » Average of 1,137 people visit our libraries every opening day
- » 29,678 members
- » 22,697 new items added to the collection
- » 677,393 items borrowed
- » 32,079 e-resources downloaded
- » 26,483 attendances at library events and programs
- » 12,122 items borrowed through our Outreach service

Figure 6.3.2: Digital Hub Fast Facts

Digital Hub

- » 381 group training sessions
- » 672 one-on-one training sessions
- » 1,967 residents attended a free digital literacy training session facilitated by library staff

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

- » Reviewing governance and conditions of use for Council owned facilities, including Early Years and Seniors facilities, to ensure alignment with Council's health and wellbeing priorities.
- » Undertaking an audit of Council owned facilities to assess accessibility, current utilisation and opportunities to adapt for future use.
- » Establishing new Early Years Facilities in the new suburb of Lucas and the growing suburb of Miners Rest.
- » Developing a Community Services and Infrastructure Plan to better guide, assess and decide upon future community infrastructure investment.

What we said	What we did	%
Coordinate an integrated Community Services and Infrastructure Plan.	Benchmarking was completed and need for community (social) infrastructure such as kindergartens, libraries, community halls and senior citizen centres was identified. We commenced working with other departments to implement a whole of Council approach. Reason not 100% completed: A whole of Council approach requires significant resourcing and input from a number of teams across Council – more work is needed in this area.	50
Continue to implement the (completed) Early Years Infrastructure Plan.	Implementation was ongoing – the Early Years infrastructure Plan is an action of the Ballarat Strategy.	100
Seek endorsement of draft Early Years Facility Licence Agreements documents by the Municipal Early Years Planning Access Group then roll out across all facilities.	All Early Years Facility Licence Agreement templates were completed. A draft operations manual will be finalised and implemented at the Buninyong site. Reason not 100% completed: A roll out process has commenced and will be completed in late 2015.	60
Complete Tenancy Agreements for all Senior Citizens Clubs.	The Agreement for Ballarat North is in place with sub-leases for other user groups and three Clubs on crown land to follow in 2015. Reason not 100% completed: The complexity and resourcing requirements of this task resulted in it not being completed in 2014-15.	20
Establish a calendar of availability for Council owned facilities, noting accessibility.	Work on this did not commence until July 2015 Reason not 100% completed: No resourcing was available.	0
Start work on planning for a new Integrated Early Years Facility at Lucas subject to funding.	Funding for an Integrated Early Years Facility was obtained and preliminary plans were completed – the facility is on track for completion by the end of 2016.	100
Complete the new Early Years Facilities at Miners Rest and Cardigan Village and replace the ageing Midlands facility.	The new facilities at Miners Rest and Cardigan Village were completed in time for 2015 academic year and the facility at Midlands was completed providing an additional 105 licensed kindergarten places within the municipality.	100

Figure 6.3.3: Early Years Fast Facts

- » 1,890 kindergarten enrolment applications were processed.
- » 1,637 children were successfully placed for the start of the 2015 kindergarten year.

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

- » Delivering and having influence over Council supported community events and facilities that cater for different genders, life stage, backgrounds and abilities and considers accessibility, health and wellbeing requirements.

What we said	What we did	%
Deliver program-based events and develop guidelines for Council supported events and facilities through grant stipulations and facility agreements.	A number of events were delivered that cater for specific ages and abilities, notably Seniors Festival, Harmony Fest, Children's Week as well as Summer Sundays - see page 14 (OVERVIEW - Major Events). In addition the Community Impact Grants Program delivered funding to a number of other events – see page 64. (GOVERNANCE - Community Impact Grants).	100

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

- » Developing and implementing a new Youth Strategy 2013-17.
- » Conducting a feasibility study for the development of a Youth Precinct.
- » Supporting the youth sector to address the impact on young people of local priority youth issues including bullying, alcohol and substance misuse, family and relationship breakdown and mental health.

What we said	What we did	%
Complete the new Youth Strategy.	A draft Strategy has been presented to youth sector stakeholders. Reason not 100% completed: The Youth Services Business Improvement Review completed in 2014-15 has resulted in the draft Youth Strategy being put on hold for minor updates and alterations.	60
Conduct a review on the relocation of Youth Services to the Ballarat Library and Community Hub.	A first year review was completed, specifically revisiting options for a Youth Precinct in Ballarat. Reason not 100% completed: The Youth Services Business Improvement Review recommended that Council conduct a feasibility study on a possible Youth Precinct for Ballarat – the feasibility study will commence in 2015-16.	25
Continue to partner with local providers to develop and support innovative approaches to addressing local priority youth issues.	Two young Ballarat residents became beneficiaries of Experience Asia scholarship as a result of our work with the Foundation for Young Australians; a new cyber safety initiative, 'Media Champs' was launched with local secondary schools; the SSmart Assk (Alcohol Substance Survival Knowledge), Headspace and Engage Programs were ongoing. Reason not 100% completed: This area is constantly evolving and we are constantly looking for ways to support and existing and emerging issues.	90
Continue to foster leadership opportunities for youth.	A new Youth Council was elected in December 2014 (some of the members will serve another year on the Council) – Youth Council is a committee of young leaders who advocate on behalf of young people in our community. See also page 39 (OUR COUNCIL Youth Council).	100
Continue to recognise and celebrate young people for their positive contribution to our community.	13 young people were recognised and celebrated in the 2014 City of Ballarat Youth Awards.	100
Continue to support young people to get involved in their community.	The FReeZA initiative continued to be supported resulting in: 10 events, 3491 attendances at events, 24 local young artists supported to perform, 6 major headline acts performed at our events - Clowns, Apes, Marissa, Samantha Jade, DZ death rays and The Bennies, and 23 Sonika Crew Members. <i>FReeZA is a Victorian Government initiative that supports young people to get involved in their community by planning and running drug, smoke and alcohol free music and cultural events.</i>	100

OUTCOME 2: A well-serviced community

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

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

- » Reviewing the Positive Ageing Strategy 2008-13 and incorporating findings into a new Strategy for 2015-18.
- » Continuing the delivery of the Active Service Model for Home and Community Care clients to maximise their mobility, physical activity and quality of life.
- » Expanding Library Outreach Services to senior residents in their homes and in Ballarat's aged care facilities.

What we said	What we did	%
Conduct reviews of the Positive Ageing Advisory Committee, the recruitment process for Ambassadors and complete the new Positive Ageing Strategy.	The review of the Advisory Committee and a consultation process for the new Positive Ageing Strategy were fully completed and 90% of the draft Strategy was completed. Reason not 100% completed: Due to the size of the task on reviewing and completing the new Strategy this will not be complete until late 2015.	95
Facilitate and deliver the annual Seniors Festival.	A successful Seniors Festival was delivered in October 2014.	100
Implement a Small Social Group Program for seniors.	13 small social groups were established and are meeting regularly and 12 new referrals are waiting to be placed.	100
Implement a Podiatry Project for seniors.	The project was established and all Council Community Care Workers were trained in foot care.	100
Deliver library materials to senior residents in their homes and aged care facilities.	A new Outreach Library Service commenced using a smaller vehicle with a special mobile shelving fit-out. In the first year of operation 2,332 items were delivered.	100

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

- » Reviewing the current Municipal Early Years Plan (MEYP) and incorporating recommendations into a new MEYP for 2013-18.
- » Developing and implementing an Early Years Infrastructure Plan 2013-17 including the upgrade of current facilities and the design and construction of new kindergartens.
- » Seeking partnership funding and support for Parent Place.
- » Developing and implementing an Early Years Literacy and Numeracy Strategy in partnership with stakeholders.

What we said	What we did	%
Further refine the Municipal Early Years Plan (MEYP) and seek endorsement from Council.	The new MEYP was completed based on input from stakeholders and current MEYP executive partnerships and a governance process was put in place.	100
Finalise funded upgrades of kindergarten facilities.	Internal and external upgrades were completed including garden play spaces.	100

What we said	What we did	%
Continue to operate Parent Place	Funding was secured in 2014 from Ballarat Community Health and other small agencies, Parent Place is to continue operating with resources allocated from Family & Children's Services and staffing resources supported by Centacare and Ballarat Health Services. A Parent Place Reference Group meets monthly and has developed an Action Plan according to the implementation of the new MEYP.	100
Complete an Early Years Literacy and Numeracy Strategy.	Early Years literacy and numeracy was identified as a priority in the new MEYP. Reason not 100% completed: A Literacy and Numeracy Action Plan will be developed through implementation of the new MEYP.	25



OUTCOME 3: A healthy lifestyle for all in our community

More opportunities for residents to improve their personal health and wellbeing

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

- » Planning, designing and constructing a 50 metre indoor heated pool with indoor aquatic play space elements at the Ballarat Aquatics & Lifestyle Centre.
- » Delivering a regional all-access playground incorporating partner contributions at Victoria Park.
- » Engaging with the community to plan and deliver further neighbourhood water play facilities.
- » Undertaking upgrades to the visitor amenities at the Eureka Swimming Complex.
- » Finalising and implementing a new Sport & Recreation Strategy to guide future recreation infrastructure allocation.
- » Completing projects as outlined in the Five-Year Recreational Asset Program.
- » Encouraging the development of family-friendly sporting clubs by reviewing Council's occupancy agreements for recreation reserves and facilities to include clear guidelines and linkages to relevant state and federal legislation regarding, smoking, responsible service and supply of alcohol, and gaming.
- » Working with community groups and agencies to support the promotion and development of physical activity programs including the use of cycling and walking trails delivered through the implementation of the Ballarat Bicycle Strategy 2008. Review the current strategy and adopt revised 2014–19 Strategy.
- » Working with the current stakeholder and tenants of the Hollioake Park Precinct to prepare a Precinct Master Plan for future indoor sport redevelopment options.
- » Planning and advocating with all indoor sporting associations and stakeholders for an integrated solution for indoor sport.
- » Undertaking background research to investigate the requirements for developing a regional motorsport facility progressing into feasibility in 2014-15.

What we said	What we did	%
Complete construction of the new 50 metre indoor pool.	The 50 metre indoor heated pool at the Ballarat Aquatics & Lifestyle Centre was completed on time and within budget and the facility was officially opened in May 2015 (construction commenced early 2014).	100
Support the establishment of a Community Driver Committee for the all-access Inclusive Play Space at Victoria Park.	A Committee was established for the purpose of fundraising and attracting corporate sponsors and to continue to target funding sources - a grant application was submitted to Regional Development Victoria and we ran a community campaign with project partners, the Touched by Olivia Foundation, resulting in \$110,000 of funding for a 'Changing Places' facility. Reason not 100% completed: Not all funds required for the project were generated by fundraising and corporate sponsors.	80
Develop further neighbourhood water play spaces per the Aquatics Strategy.	The Aquatics Strategy was presented to Council in 2014 and was retested in June 2015 with the actions arising to be implemented in 2015. As a result of the Strategy new aquatic play spaces are planned at Sebastopol and at the Ballarat Aquatics Centre in 2015-16.	100

What we said	What we did	%
Finalise capital upgrade works at the Eureka Swimming Complex.	Final works to the visitor amenities were completed in October 2014. As a result of the Aquatics Strategy further works at the complex are planned for 2015-16 including a water splash park and upgrades to the change rooms facilities.	100
Present the new Sport & Recreation Strategy to Council and for exhibition.	The Strategy was completed and endorsed and will guide future recreation infrastructure allocation.	100
Roll out project work per the Five-Year Recreational Asset Program.	All projects listed as part of the Capital Development Program were delivered in 2014-15 and all expenditure is in line with relevant recreational strategies. Projects delivered include St Georges Reserve change rooms, Russell Square netball court and pavilion extension, Buninyong Bowling Club, Prince of Wales Hockey clubrooms and CE Brown Reserve in Wendouree redevelopment including lighting and netball courts.	100
Continue reviews of Council's occupancy agreements for recreation reserves and facilities.	Reviews commenced and will be ongoing over the next two years to ensure the development of family-friendly sporting clubs by including clear guidelines and linkages to relevant State and Federal legislation regarding smoking, responsible service and supply of alcohol, and gaming. Reason not 100% completed: Reviews have proven to be complex in nature and timeframes for completion of this project given current resource allocation have seen the timeframe for completion extended.	50
Present the draft Ballarat Bicycle Strategy to Council for adoption.	The Strategy was endorsed by Council in 2014 and implementation has commenced – this Strategy will guide Council's bicycle related infrastructure program in future years to support the promotion and development of physical activity programs.	100
Complete planning and concept designs for minor works per the Hollioake Park Precinct Master Plan.	Planning and concept plans were developed in 2014-15. Minor works were delivered to Hollioake Park as part of Stages 1 and 2 of future indoor sport redevelopment options.	100
Continue discussions with all indoor sporting associations and stakeholders about an integrated solution for indoor sport.	Meetings commenced with Ballarat Basketball, Netball, Badminton and Volleyball associations in relation to scoping work for the proposed regional indoor centre at CE Brown Reserve in Wendouree. The project is currently funded for \$14 million and an application is currently with the Federal Government for additional funding to take the project to \$24 million. The project is likely to commence in early 2016.	100
Present preliminary drawings and designs to Council for the multi-use Regional Motorsport Facility.	A feasibility report was completed with land identified. Next steps for the project are consideration of a management model and future sites. Stage 2 of planning works are to commence in 2015-16.	100

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

- » Supporting community initiatives that increase access to healthy food and develop knowledge and skills around healthy eating.
- » Promoting and implementing strategies to support good nutrition, improved oral health and increased physical activity through Early Years services and partnerships.
- » Monitoring demand and diversity of Home and Community Care clients to ensure delivery of an efficient and nutritious home-delivered meals service, Meals on Wheels (MOW).

What we said	What we did	%
Undertake a GIS food-mapping project.	The project was completed in conjunction with Ballarat Community Health and Monash University to develop knowledge and skills around healthy eating.	100
Investigate GIS indicators for food security within vulnerable communities including food security in Community Indicators Victoria (CIV) survey.	This work is ongoing. Reason not 100% completed: Food security indicators were not measured as the CIV survey did not go ahead in early 2015 and is not in the Budget for 2015-16.	75
Support community initiatives including community gardens to improve food security.	A Community Garden Policy was created and adopted by Council. The SAILS (Social, Activities, Interest, Leisure, Support) Program Garden Group has developed a sensory garden along with herbs, fruit trees and fresh food which can be accessed by users of Kohinoor Community Centre – members also participate as members of the Ballarat Community Garden. Reason not 100% completed: This work is ongoing.	75
Implement Healthy Together Victoria Program in all Children's Centres.	The program was implemented at all Children's Centres in the City.	100
Commence a Dietetic Referral Program.	MOU for dietetic referrals to Ballarat Community Health were developed and a working group was put in place to develop protocols.	100
Establish a Community Group Meal Program at Miners Rest.	The program commenced.	100
Establish a meal program for vulnerable and at risk residents.	A new initiative called 'Cook and Chatter' designed to assist clients to increase independence around meal preparation was developed and is operational. This program is particularly popular with elderly clients who are mobile, have recently lost a spouse and have never had to cook before, as well as with young people with disabilities who want to become more independent. With the assistance of a dietician from Ballarat Community Health, clients are assisted in how to plan, shop for and prepare healthy meals in a positive social environment.	100
Establish a Homeless Meal Group in partnership with Centacare.	A Homeless Meal Group was established providing a community meal and support at a welcoming and social venue. As well as the meal and basic meal preparation education, this has become a good forum for discussing issues around men's health.	100

What we said	What we did	%
Train Meals on Wheels (MOW) volunteers to support MOW recipients by identifying people at risk.	All MOW volunteers were provided with training in risk identification.	100

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

- » Developing and implementing a Health and Wellbeing Partnership Plan, Our Partners in Health 2015-18 in conjunction with key stakeholders such as the Department of Health and other local health and welfare service providers.
- » Developing and implementing an Evaluation Plan to ensure the local community is involved in the implementation and appraisal of the Council Plan and the development of the following plan.
- » Developing and implementing a Community Engagement Framework.

What we said	What we did	%
Develop a community survey in conjunction with CIV for evidence on health and wellbeing priorities and to provide ongoing monitoring of indicator trend lines for evaluation of health and wellbeing outcomes described in the Council Plan.	VicHealth did not go ahead with the wider survey in early 2015. Reason not 100% completed: The survey is not part of the Budget for 2015-16, however evaluation will go ahead using freely available data that is less specific.	0
Develop a Community Engagement Framework to be embedded across Council processes.	A Draft Framework was completed. Reason not 100% completed: This has not yet been adopted by Council – it is due for consideration by Council in July 2015.	75

OUTCOME 4: Equal access and inclusion for all

Better access and inclusion for all residents across all areas

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

- » Facilitating provision of social housing in the municipality, in partnership with housing organisations and other relevant stakeholders.

What we said	What we did	%
Develop linkages to the Ballarat Strategy and the Municipal Strategic Strategy (MSS) and assess the feasibility of using Council resources including land, buildings and airspace to support social housing development in strategic partnership arrangements.	A Housing Action Plan was drafted. Reason not 100% completed: Further action was put on hold pending endorsement of the Ballarat Strategy.	50

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

- » Reviewing the Disability Access and Inclusion Plan 2011-13 and incorporating findings into a new Plan for 2013-17.
- » Determining Council's role in the development and implementation of the National Disability Insurance Scheme (NDIS).

What we said	What we did	%
Review and update the Disability Access and Inclusion Plan.	Following internal and external consultation the Plan was completed and will be presented to Council assembly in July 2015. The Working Group member selection was finalised and an external consultant was appointed for the review.	100
Maintain awareness of the impact and progress of the National Disability Insurance Scheme (NDIS) pilot program in the Barwon region.	Ongoing research was conducted into what is required of NDIS service providers and discussions with the Department of Health and Human Services are continuing.	100

STRATEGIC OBJECTIVE: Acknowledge, support and value cultural and gender diversity by:

- » Reviewing and updating the Cultural Diversity Strategy 2009-14.
- » Creating a Gender Equity Strategy ensuring Council services, facilities and agreements reflect gender equity and accessibility.
- » Piloting a Multicultural Information Place (MIP) 'welcome desk' at the Ballarat Library and Community Hub in partnership with Ballarat Regional Multicultural Council, Centre for Multicultural Youth and Ballarat Community Health.
- » Increasing engagement and participation in the multicultural community through the Multicultural Ambassadors Program.
- » Implementing service delivery as the regional certifying body for visa applications via the Regional Sponsored Migration Scheme Program.
- » Implementing the Reconciliation Action Plan 2014-17.
- » Exploring further options to sustain the Culturally and Linguistically Diverse (CALD) Careers Education and Employment Pathways (CEEP) Program.
- » Facilitating international cultural connections to strengthen harmony within the community, including the Inagawa (Japan) Sister City Program and the Friends of Ainara Friendship City Program.

What we said	What we did	%
<p>Develop a <i>new</i> Cultural Diversity Strategy in consultation with the CALD and Ballarat communities (as all actions on the Cultural Diversity Strategy 2009-14 have been achieved).</p>	<p>A community consultation process was conducted with the CALD community and service providers via a Multicultural Summit held in August 2014. Feedback from the summit informed the development of a new Cultural Diversity Strategy 2016-20 and provided the opportunity to report on actions achieved in the fully delivered Cultural Diversity Strategy 2009-14.</p> <p>Reason not 100% completed: The Draft Strategy is being developed and is an ongoing process.</p>	25
<p>Form a cross-Council working party to assist in the development of a Gender Equity Strategy, taking reference from the Municipal Association of Victoria's Women's charter – this aims to increase our position as an employer of choice.</p>	<p>Created a Human Resources Strategic Plan that incorporates a commitment to diversity and workforce planning and which includes gender equity recognition:</p> <ul style="list-style-type: none"> » The Flexible Working & Family Friendly policy was updated – this policy actively assists with flexible work options for women as well as incorporating the new lactation breaks. » The Affirmative Action and Equal Opportunity policy was updated – this policy ensures an Affirmative Action search is included in the recruitment process and gives equal consideration to all potential applicants, including women. » All HACC staff were trained in Gay, Lesbian, Bisexual, Transgender, Intersex and Queer (GLBTIQ) inclusion strategy. » The Recruitment Strategy has commenced and will be used as a guideline in assisting with diversity, and in particular, gender equity recruitment. » Research into a Workforce Planning Framework has commenced. » The Workforce Plans will enable us to provide bi-annual reports to the Leadership Team highlighting the gender balance across Council. » Council will identify opportunities to be recognised for progression with gender equity by increasing our status as an employer of choice. <p>See also page 79 - Our People</p>	100

What we said	What we did	%
Conduct a review of the pilot operation of the Multicultural Information Place (MIP) to introduce an integrated delivery model providing information on various services that can be accessed by the CALD community.	The review was completed and the following recommendations were put in place: the operations of the MIP were upscaled to include training of volunteers to service the community and to provide experience for job readiness; the Multicultural Services Directory was developed by MIP volunteers developed and launched during Refugee Week 2015.	100
Engage the Multicultural Ambassadors in various community initiatives activities to increase cultural diversity awareness in the Ballarat community and encourage their participation in building capacity of the CALD community.	1,456 volunteer hours were delivered by the Multicultural Ambassadors towards the roll out of various cultural events and initiatives such as Harmony Fest 2014, AFL Multicultural Festival and Sports, Persian New Year, Diwali, Refugee Week and African Day. They assisted with work towards hosting the Bahrain Soccer Team as part of the Asia Cup pre-competition. 15 cultural awareness presentations were also delivered in a range of schools such as Mount Clear College, Mount Pleasant Primary School, Ballarat Grammar, Alfredton Primary School, Delacombe Primary School and at the Ballarat Library School, reaching a total of 1,284 students.	100
Continue to service the needs of employers in the Grampians region by processing employer nominations of skilled migrants for permanent residency via the Regional Sponsored Migration Scheme Program to retain required workforce skills and to attract skilled migrants to live and settle in Ballarat.	98 employer nominations from various employers were processed.	100
Launch and implement the Reconciliation Action Plan 2014-17.	The Plan was launched and the following actions were implemented: » 2014 NAIDOC Week Activities. » 2015 Reconciliation Week Activities including three Cultural Awareness training sessions with 90 participants. » Facilitation of the Municipal Association of Victoria funded traineeship of the Indigenous Home and Community Care Community Care Worker.	100
Explore funding to extend delivery of the CALD CEEP Program in other Council areas within the Grampians Region catchment of the Library Service.	Delivery of the Program commenced with \$200,000 funding provided by the Department of Education and Training to support 60 men, women and youth participants through training and development to prepare them to be 'job ready' or provide them with pathways towards further education.	100

What we said	What we did	%
<p>Continue to deliver various programs to strengthen Council's Sister City and Friendship City relationship agreements and progress international understanding, exchange and business opportunities.</p>	<p>We delivered all associated programs, including:</p> <ul style="list-style-type: none"> » Hosting the major reciprocal delegation from Inagawa City to include the signing of the wine trade MOU with Eastern Peake Winery in October 2014 » Delivering the Able Art Disability Arts Exchange Program in August and December 2014 » Facilitating the Student Exchange Program via a language competition with four students participating in exchanges » Facilitating the appointment of the Assistant Language Teacher in Inagawa » Coordinating the Officer Exchange from Inagawa » Active participation in the Local Government Victoria, initiative - Australian Award Fellowship Program by hosting three East Timor Government Officials, in April/May 2014 	<p>100</p>

OUTCOME 5: A safe City

Better personal and community safety for all residents

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

- » Implement the Community Safety Action Plan 2014-17.
- » Progress promotion and implementation of the Community Charter for the Prevention of Violence Against Women.

What we said	What we did	%
Continue to work with stakeholders to address community safety priorities.	Council worked with stakeholders to address community safety priorities including alcohol and other drug issues and CBD public safety including the City Safe Taxi Rank, this also led to discussions around the installation of a CBD toilet facility.	100
Continue to work with stakeholders on Prevention of Violence Against Women activities.	The 2015-17 Charter Implementation Plan was developed and approximately 3,000 signatures to support the Charter have been gathered. A wide range of events and activities were organised to raise awareness on Prevention of Violence Against Women including promotion of the Charter, White Ribbon Day and attending Act@Work Reference Group meetings.	100

STRATEGIC OBJECTIVE: Provide advocacy and support to reduce problem gambling by:

- » Continuing to advocate reducing the number of Electronic Gaming Machines in Ballarat in accordance with the City of Ballarat Gaming Policy Framework.
- » Maintaining support for responsible gambling initiatives and promoting community awareness of problem gambling through facilitation of the Ballarat Responsible Gambling Committee.

What we said	What we did	%
Continue to provide information through evidence updates and forums to assist advocacy to reduce the number of Electronic Gaming Machines.	Liaising with stakeholders and sharing information has been ongoing.	100
Continue harm minimisation strategies relating to Electronic Gaming Machines, specifically \$1 betting provisions.	Participation in the statewide Enough Pokies Campaign has been ongoing.	100
Continue to facilitate Ballarat Responsible Gambling Committee meetings, provide information and support to other stakeholders to promote awareness of problem gambling.	Facilitation of Ballarat Responsible Gambling Committee meetings has been ongoing and this group welcomed additional members in 2015, information and support has been provided, including through newsletters.	100

OUTCOME 6: Resilient communities

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

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

- » Implementing the Engaging Communities Program in three townships: Buninyong, Learmonth and Miners Rest.
- » Introducing the Engaging Communities Program in three new communities.
- » Supporting the Delacombe Chair's Forum to implement the Delacombe Community Plan, and the Wendouree West Neighbourhood Alliance and key stakeholders.
- » Strengthening the partnership between Council and Ballarat's Neighbourhood Houses.

What we said	What we did	%
Fully allocate the Engaging Communities Program budget in Miners Rest, Learmonth and Buninyong to maximise local community investment and benefits.	The Budget was fully allocated by the communities in each of these three townships towards the delivery of local projects – this is the second year roll out of the program in these townships. See also page 16 - Overview Engaging our Community	100
Commence a community engagement process in the new suburb of Lucas.	An Early Years stakeholder engagement process was completed in the Lucas community.	100
Introduce the Engaging Communities Program into three new areas to facilitate and seed local neighbourhood investment.	The Program was coordinated and delivered successfully in the areas of Warrenheip, Lake Esmond and Cardigan Village.	100
Continue to support Ballarat South Community Hub Governance Group and Wendouree West Neighbourhood Alliance meetings.	Meetings were attended and support was provided to both groups.	100

STRATEGIC OBJECTIVE: Facilitate opportunities for community capacity building by:

- » Supporting and building capacity of community groups and members through the provision of community grants.

What we said	What we did	%
Continue to administer and support the application, provision and acquittal of the Community Impact Grants scheme.	The full \$300,000 of funding was allocated to 65 community projects. This includes allocations for many community events. For details of projects funded in 2014-15 see page 64.	100

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

- » Implementing the Municipal Emergency Management Plan 2014-17 and associated fire, flood and emergency risk assessment plans.
- » Compiling, maintaining and promoting a list of vulnerable residents who require tailored advice, information and assistance regarding evacuation – for use by appropriate authorities.
- » Promoting awareness of climate change and the risks to those most vulnerable.

What we said	What we did	%
Conduct an internal review and assessment exercises annually to test the capacity of the Municipal Emergency Management Plan in a range of emergency situations.	<p>The Plan was reviewed and updated and ‘Operation Thomas’ (assessment exercise) was held in February 2015. Emergency Management included:</p> <ul style="list-style-type: none"> » Staff Training: Continual training of over 80 council staff to assist with the Preparedness, Prevention, Response and Recovery of the community prior to, during and after an emergency event » Working Relationships: Develop and maintain strong relationships with approximately 20 external organisations including emergency services, government departments and the private sector, to better prepare for emergencies as they arise » Safety Awareness: Delivered public education programs to increase community resilience against hazards of a natural and manmade nature » Emergency Management Plans: Continue to review and update existing Emergency Management Plans including all support and sub-plans » Fire Prevention works: Identified strategic firebreak roads throughout the municipality; slashed to assist in fire prevention and suppression 	100
Review and update the Vulnerable Persons List annually (this list is available to Vic Police as required)	All residents on the Vulnerable Persons List were reviewed. Reason not 100% completed: The continually changing nature of persons on the list.	80
Produce material educating vulnerable residents on heatwave, fire and floods	Material on emergency evacuation planning and heat alerts was produced and included in the Home and Community Care (HACC) Client Information Pack which is provided to all HACC clients and is also available at our Customer Service Centre.	100



Lifestyle and Opportunity: As part of our strategic objective to provide a richer and more diverse arts and culture sector, 'Rebel Elders' (performed in November 2015) was part of rich program of community arts and cultural activities.



6.4. OUR PERFORMANCE

DESTINATION & ECONOMY PORTFOLIO

OUR VISION

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

OUR COMMITMENT TO HEALTH AND WELLBEING

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

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

KEY ACHIEVEMENTS

We are pleased to report the following highlights for 2014-15 – for more details on these see the detailed 'Our Performance: What we Did' section following:

- » \$9 million in Federal funding was secured for the Freight Facility at the Ballarat West Employment Zone (BWEZ).
- » The number of day trippers increased by 9.7% to 1.74 million and the number of visitors nights increased by 43.3% to 1.5 million.
- » Suitably zoned land at the Ballarat West Employment Zone (BWEZ) was released via an Expression of Interest (EOI) process, which was launched by the Premier.
- » \$25 million of State funding was secured to deliver the Ballarat Station Master Plan, specifically for the goods shed and hotel development in the Ballarat Station Precinct to activate the CBD.
- » Construction on Stage 1 of the Western Link Road commenced.
- » A Draft Sustainable Transport Strategy was commenced.
- » A successful Cabaret Festival was held in the Spiegel tent in Armstrong Street South.
- » A successful Eikons Exhibition was held at the Art Gallery of Ballarat.
- » Successful Eureka 160 celebrations were held.
- » Christmas Celebrations were expanded in 2014 to include a Ferris Wheel located in the Bridge Mall with 15,000 people riding the attraction, delivering significant benefits to local traders. The Ferris Wheel attraction also enjoyed overwhelming response on Facebook where we had more than 2,000 'Likes', 447 'Shares' and 148 very positive comments.
- » A record 66,000 people visited the 2015 Ballarat Begonia Festival over the Labour Day long weekend.
- » Preparations for the Winterlude Festival were finalised (the festival opened in July 2015).
- » The Ballarat Regional Soccer Facility was completed.
- » The Archibald Prize exhibition for 2015 was awarded to Ballarat.
- » \$31.5 million in State funding was secured for development of Major Sports and Entertainment Precinct in North Ballarat.
- » An Emergency Services Hub business case was developed (in conjunction with Emergency Services Victoria).
- » A new tourism website was completed.
- » The World Masters Rowing, Masters National Cycling and Iron Man 70.3 major events were successfully delivered.
- » A successful Eureka 160 event was delivered at M.A.D.E which provided a great opportunity to improve collateral and showcase the facility to a broad audience.
- » The Operational model at M.A.D.E improved their result to deliver a 37% increase in visitation.
- » CBD free Wi-Fi was delivered.
- » A rich program of community arts and cultural activities was delivered.
- » A Unicorn Lane installation; Back Yard Tasters; Lounge Room program and ContainArt were all delivered as active illustrations of use of the public realm to deliver arts and cultural opportunities.

CHALLENGES/DISAPPOINTMENTS

In 2014-15 we faced the following challenges and disappointments:

- » The Economic Plan was due for adoption before the end of June 2015, however we had to extend our timelines to allow us to incorporate feedback from the Reference Group.
- » The location of the future Livestock Selling Centre was to have been decided during 2014-15, however the timing of the receipt of application and protracted planning process resulted in this not being achieved.

LOOKING AHEAD

In 2015-2016 we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » Adopting the Economic Program and commence executing this program.
- » Hosting the Archibald Prize 2015 which is expected to attract around 60,000 visitors to Ballarat.
- » Having the first businesses commence operations at the Ballarat West Employment Zone.

Fast Stats

- » **Tourism**
 - Visitor nights 1.5 million up 43.3%
 - Overnight visitors 588,000 up 2.4%
 - Average night stay 2.6
 - Day trippers 1.738 million up 9.7%
- » Ballarat's economy has increased from \$7.8 billion in 2007 to \$10.3 billion in 2014 (Average Annual Growth Rate 3.56% pa compared to the State Average 2.5% pa).
- » Ballarat's unemployment rate has decreased from 8.9% in 2007 to 6.2% in 2014.

OUR PERFORMANCE 2014-15

In this section we report on our performance in 2014-15 against the Council Plan. Where relevant we have included references to other sections of this Annual Report.

OUTCOME 1: A City with a prosperous future

Better prosperity and liveability in our city

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

- » Supporting the appointed operator of the Livestock Selling Centre to continue operation at the current site until the new site is completed.
- » Supporting the appointed operator of the Livestock Selling Centre to deliver the centre redevelopment project.
- » In conjunction with the Ballarat Agricultural and Pastoral Society (BAPS) determining the feasibility and the business planning for the showgrounds and develop long-term facility options.
- » In conjunction with the Ballarat Agricultural and Pastoral Society advocating for partnership funding for the possible relocation and or redevelopment of the showgrounds.
- » Developing an integrated Ballarat Hospital Precinct Master Plan and Economic Activation Plan that supports the future development of the precinct.
- » Implementing the Ballarat Aerodrome Master Plan including:
 - Reviewing management of the airport and recommend alternative operational models.
 - Investigating commercialisation and business models.
 - Continuing to enhance aviation expansion opportunities including tourism, economic and community use
 - Ensuring strong linkages and integration with the Ballarat West Employment Zone.
- » Delivering the Ballarat Regional Soccer Facility Project.

What we said	What we did	%
Continue to support the current operator of the Ballarat Livestock Selling Centre while awaiting lodgement of the development application.	The rezoning request was received and a public exhibition of intention to rezone land was undertaken and panel on this matter was held and completed with the findings due to Council in 2015-16. Reason not 100% complete: The panel process was held in June 2015 and required 60 days to hand down findings.	80
Finalise the design for the Ballarat Livestock Selling Centre.	The design was finalised and a development application was received.	100
Continue to work with the Ballarat Agricultural and Pastoral Society (BAPS) to develop a sustainable business case for future operations.	The Ballarat Agricultural and Pastoral Society has prepared a business case to support possible relocation to the Victoria Park existing Saleyards site. Reason not 100% complete: The process of relocation required extensive community consultation, business case development and state government negotiations.	75

What we said	What we did	%
Continue to work with the Ballarat Agricultural and Pastoral Society to explore all redevelopment options including relocation.	Noting the recommendations of the business case, an application for additional funds was submitted to the Federal Building Stronger Regions Fund. Reason not 100% complete: The process of relocation required extensive community consultation, business case development and state government negotiations.	75
Undertake a feasibility study for the establishment of an Emergency Services Hub at the Ballarat Airport.	A business case for an Emergency Services Hub was developed (in conjunction with Emergency Services Victoria).	100
Complete construction of the Ballarat Regional Soccer Facility.	The facility was delivered – delivery was completed in time for the Asian Cup 2014 when it was used as a priority training venue by the Bahrain team.	100

Lifestyle and Opportunity: As part of our strategic objective to plan and develop major projects to encourage economic growth the Ballarat Regional Soccer Facility was completed in time for the Asian Cup 2014 when it was used as a priority training venue by the Bahrain team and as the venue for a non-competition game between Bahrain and Jordan.



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

- » Identifying priority projects for the CBD per the CBD Strategy including identified works in Armstrong Street.
- » Developing a Master Plan for the re-use of the School of Mines site.
- » Investigating alternative and active transport options including a Park and Ride Program.
- » Reviewing the CBD Strategy in relation to access, parking and connectivity in consultation with relevant Council departments and committees.

What we said	What we did	%
Complete identified works in Armstrong Street.	The Armstrong Street works were completed.	100
Explore options for free CBD WiFi infrastructure.	CBD free WiFi was delivered.	100
Finalise a Master Plan for the School of Mines.	The Master Plan was completed – working in collaboration with Federation University.	100
Finalise the Ballarat Railway Station Precinct Master Plan.	The Master Plan was completed and approved. Transport funding was sought for connectivity elements, \$25 million of State funding was secured in the 2014 State Budget towards redevelopment of the Precinct.	100
Finalise construction of the Ballarat Health Services car park and explore other CBD parking sites.	The Ballarat Health Services car park was completed and we are currently seeking funding to deliver a multi-deck car park facility near the Ballarat Railway Station Precinct. Reason not 100% complete: A suitable site for another CBD car park has not been secured and this will be subject to future Budget parameters.	75

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

- » Finalising a development option for the site and progress project design and delivery of the Civic Hall site project.

What we said	What we did	%
Continue to progress the co-design process for the Civic Hall site project.	The Participatory Community Design Process is now well advanced – this process commenced in November 2014 and aims to identify options for development of the site including produce three final reduced the number of concepts from 300 to 10.	100

OUTCOME 2: A City with a strong economy

Better prosperity, creativity and innovation of Ballarat's economy

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

- » Developing an Economic Strategy in partnership with industry that builds on Ballarat's key strengths and drivers.
- » Implementing the Economic Strategy in partnership with industry that builds on Ballarat's key strengths and drivers that encourages business operation.
- » Developing key projects in the Ballarat West Employment Zone (BWEZ) including freight facility, innovation centre and bio-energy facility.
- » Supporting expansion and investment attraction activities of the Ballarat Technology Park expansion at Mount Helen.
- » Supporting expansion and investment attraction activities of the Ballarat Technology Park expansion in the CBD.
- » Maximising local participation in economic development opportunities through the Ballarat Industry Participation Plan (Council's procurement process).
- » Implementing a development facilitation resource to assist and fast track significant investment opportunities within the City.

What we said	What we did	%
Finalise the Economic Strategy ready for endorsement by Council.	A Draft Strategy was prepared. Reason not 100% complete: The Industry Steering Committee sought further detail to be included in Strategy and the timeline was extended to deliver this.	90
Implement recommendations from the Economic Strategy (after adoption).	The Economic Strategy expert Reference Group met seven times and endorsed the Draft Strategy, which is planned to go before Council in August 2015. Once adopted recommendations can be implemented, this will be in 2015-16. Reason not 100% complete: 100% not achieved due to the timing of adoption.	75
Finalise business cases and feasibility studies for the Freight Facility, Innovation Centre and Bio-Energy Facility in the Ballarat West Employment Zone, and seek funding through the 2014 State election.	\$9.1 million was secured for the Freight Facility in the State Budget. Reason not 100% complete: Funding was not achieved for the Innovation Centre and Bio-Energy Facility – we are continuing to seek funding for these projects.	75
Support the development of the Tech Park Master Plan at Mount Helen and the Ballarat CBD.	The Master Plan was completed – we are now seeking State Government funding.	100
Finalise and support the Tech Park CBD Master Plan.	The School of Mines Brewery Building was completed and 90% tenanted.	100
Continue to implement the Ballarat Industry Participation Program.	Four TenderWrite workshops were delivered – the TenderWrite Program has now trained over 600 businesses in total.	100
Provide a development resource to implement fast tracking of developments.	A developer's forum was implemented and Council staff continue to work to advance opportunities for the City in conjunction with the Investment Facilitation Group.	100

OUTCOME 3: A City with a strong identity and brand

A better 'Ballarat' identity and brand

STRATEGIC OBJECTIVE: Promote and support Ballarat as a vibrant tourist destination by:

- » Marketing Ballarat as a premium tourist destination.
- » Developing a Destination Management Plan that provides a strategic review of the region's long-term tourism infrastructure needs.
- » Delivering a permanent facility for the Visitor Information Centre (VIC) that meets the future needs of our visitors.
- » Delivering a tourism events program for Ballarat.
- » Delivering best practice tourism attraction and retention activities.
- » Attracting, supporting and delivering major community events including Begonia Festival, Heritage Weekend and Christmas celebrations.
- » Establishing and consolidating the Museum of Australian Democracy at Eureka (M.A.D.E) as a significant cultural asset for the City.
- » Conducting the first review of the Service Level Agreement for the Museum of Australian Democracy at Eureka (M.A.D.E).
- » Developing a feasibility study and project plan for the design and construction of a Regional Archives Centre.

What we said	What we did	%
Implement a digital campaign.	A new tourism website was completed.	100
Receive a draft Destination Management Plan from Ballarat Regional Tourism and implement Master Plan initiatives.	The Destination Management Plan was completed and presented to Council in 2014 and actions arising from this plan were implemented during the reporting period.	100
Identify short-term and medium-term options for the location of the Visitor Information Centre.	A short-term location was agreed on (in the Town Hall) and preparations for the move commenced with the move due to be completed in July 2015. Reason not 100% complete: We did not quite achieve the June target.	90
Deliver a program of major events within the City of Ballarat.	A number of major events were successfully delivered: the World Masters Rowing, National Cycling and Iron Man 70.3 – see also page 14 (Overview - Major Events)	100
Undertake a review of the Ballarat Regional Tourism Service Level Agreement.	The review was conducted to ensure maximum value for money is being delivered.	100
Continue to implement major events and expand current Christmas Celebrations to elevate retail outcomes.	The Begonia Festival attracted a record attendance of around 60,000 people and the Christmas Celebrations were expanded to include a Ferris Wheel that attracted more than 15,000 people and delivered significant benefits to local traders.	100

What we said	What we did	%
Continue to evolve M.A.D.E to deliver improved history and research benefits to the community.	The Eureka 160 event provided M.A.D.E with the opportunity to improve its collateral and showcase the facility to a broader audience.	100
Continue to monitor the operational model at M.A.D.E.	Improvements were made to the operational model resulting in a 37% increase in visitation.	100
Finalise a feasibility study for the Regional Archives Centre.	The feasibility study was completed, however this project is subject to funding.	100

OUTCOME 4: A City that celebrates arts and culture

A richer and more diverse arts and culture sector

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

- » Implementing the Arts and Culture Strategic Plan 2013-17.
- » Implementing the Public Art Policy and Master Plan.
- » Investigating the establishment of an arts hub, including possible location and business case.
- » Undertaking a trial of public realm and private sector space activation.
- » Preparing a Music Industry Plan designed to invigorate the live music sector in Ballarat.
- » Developing a Functional Business Plan for Her Majesty's Theatre.
- » Developing an Infrastructure Plan and complete a Capital Works Program for Her Majesty's Theatre.
- » Delivering the capital works program and the strategic and marketing plans for the Art Gallery of Ballarat and conduct the first review of the Service Level Agreement.

What we said	What we did	%
Implement the Arts and Culture Strategic Plan.	A rich program of community arts and cultural activities was delivered including highlights such as Harmony Fest.	100
Complete the Chinese Monument at Len T Fraser Reserve and reinstate Pikeman's Dog as well as further public art development planning and delivery.	The Chinese Monument was completed and the reinstatement of Pikeman's Dog was achieved. Planning for future delivery of the public art program was also completed. Reason not 100% complete: The Chinese monument is complete however the official launch is in August 2015.	90
Present arts-based outcomes in the public realm and private sector spaces.	A number of active illustrations were achieved which used the public realm to deliver arts and cultural opportunities: an installation in Unicorn Lane, Back Yard Tasters, Lounge Room Program and ContainArt.	100
Complete the Live Music Strategy to increase opportunities for live music activity.	A Live Music Strategy Working Group was assembled and the preparation of an industry driven plan has commenced. The working group is progressing well to a completed document in late 2015. The outcome of the report will assist future infrastructure investment and economic benefit of the industry. Reason not 100% complete: This is due for completion late in 2015.	75
Deliver the program of events for Her Majesty's Theatre in line with the current business plan.	Her Majesty's Theatre continues to deliver an extremely rich program of events. In 2014-15 a Cabaret Festival was delivered in a Spiegeltent that was set up in Armstrong Street, bringing performance art to the streets of Ballarat.	100
Seek capital infrastructure funding for Her Majesty's Theatre, through the 2014 State election.	Funding commitments were sought however did not come to fruition. Council funding is now committed to replace the seats however this is scheduled for delivery in 2015-16. Reason not 100% complete: We will continue lobbying for funds in 2015-16.	50
Undertake a further review of the Art Gallery of Ballarat Service Level Agreement and develop a new Strategic Plan.	The review was completed and the Art Gallery of Ballarat Board developed a new Strategic Plan 2014-18 in consultation with all key stakeholders.	100

What we said	What we did	%
Establish an independent co-lab working space	<p>Continue to work with stakeholders to determine the level of assistance to be provided and to deliver a viable model. Assistance will be sought through the Regional Capital Plan.</p> <p>Reason not 100% complete: As a new concept for Ballarat, the co-lab will require extensive research and business case prior to delivery.</p>	50

OUTCOME 5: A City that celebrates its unique culture

Better community participation in celebrations of our culture and heritage

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

- » Completing the Ballarat Events Precinct Master Plan and seeking external funding for key infrastructure elements of the plan.
- » Implementing the Equine Precinct Master Plan.
- » Developing a Sustainable Events Strategy.

What we said	What we did	%
Explore funding opportunities for the Ballarat Events Precinct Master Plan.	\$31.5 million in State funding was secured through the Regional Capital Plan for development in the Ballarat Events Precinct.	100
Seek funding for construction of on-course stabling at Dowling Forest in conjunction with Ballarat Turf Club.	Reason not 100% complete: Funding for this project was not secured within the 2014-15 timeframe.	0
Seek funding from State Government for events attraction through the Regional Capital Plan.	Events attraction remains a priority for the city as a part of the City's Events Strategy. In 2014-15 Ballarat was awarded the Archibald Prize – the exhibition will be late 2015. The Iron Man 70.3 event was secured for the first time in 2014 and will be hosted in Ballarat again in December 2015.	100

Lifestyle and Opportunity:
As part of our strategic objective to provide more capacity for engaging our community to participate in decision making that affects them, our dedicated online engagement tool 'myTownHall' was implemented in February 2015.



CITY OF BALLARAT

Home

myTownHall Ballarat - Have Your Say

myTownHall Ballarat - Have Your Say



Latest surveys or topics open for submissions :

Strategies for Comment :

- City of Ballarat Public Toilet Planning Framework
- City of Ballarat Community Road Safety Strategy 2015

Other Projects

- Naming Proposals
- Barriers to Walking To School
- Emissions Management Action Plan

myTownHall is the place to have your say about what's happening in our city, to tell us what your community and what's important in your life.

myTownHall is a direct line to your elected Ballarat City Councillors. We want you to be involved now and in the future, and we have created one place to collect all your views which will be delivered to Councillors.

myTownHall is open all hours, seven days a week. There's a lot happening in Ballarat, so you can share your thoughts on all the surveys – or just the big projects that are important to you.

Why Do You Need To Register To Take The Surveys Online? Registering opens up the door to consultations online, to complete surveys, add comments, join public discussions and more. You can register on Facebook or Twitter to register. Registering helps make sure that survey results and comments are sorted by postcodes for local voices to be at the top and stops "spamming" of your important feedback. Your comments are available in hard copy at our Customer Service Centre and local Ballarat libraries and can also be viewed on this site and posted.

Quick Poll

How Do You Keep Updated With Council The Most?

- myBallarat Magazine
- Facebook / Twitter (Social Media)
- Website / Online Search
- Attend Community/Council Meetings
- Newspaper / Television
- Radio



Sign In

Search

Search

REGISTER

to get involved!

Have Your Say Topics

Live Projects

- [Naming Proposals](#)
- [Strategies For Comment](#)
- [myTownHall - For Youth](#)
- [Emissions Management Action Plan 2015](#)
- [The Learmonth Plan](#)
- [Making Buninyong](#)
- [Making Brown Hill](#)
- [Awards](#)
- [Civic Hall Site](#)
- [Planning Scheme Amendments](#)
- [Digital Ballarat](#)

Get The Latest News



Links of Interest

- [Major Projects in Ballarat](#)
- [Ballarat Events](#)
- [Send a Works Request Online](#)
- [Meet Your Councillors](#)



you think about our

ved in our community,
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You can use email,
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The survey is also
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6.5. OUR PERFORMANCE

MANAGING OUR BUSINESS

OUR VISION

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

OUR COMMITMENT TO HEALTH AND WELLBEING

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

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

KEY ACHIEVEMENTS

We are pleased to report the following highlights for 2014-15 – for more details on these see the detailed 'Our Performance: What we Did' section following:

- » The successful lobbying for State funding for projects in the City resulting in securing \$65 million, the key items being:
 - Ballarat Railway Station Precinct (Goods Shed) \$25 million
 - Ballarat Northern Sports and Events Precinct \$32 million
 - Showgrounds relocation \$5 million
- » The completion of the new 50 metre indoor pool complex at the Ballarat Aquatic & Lifestyle Centre on time and under budget.
- » Our participation in regional forums including the Central Highlands, Regional Cities Victoria and Regional Cities Australia Forums.
- » The continued publication of a range of targeted community magazines.
- » The successful restructure and alignment of the Information Technology area which resulted in improvements to service delivery.
- » The delivery of a revitalised and more comprehensive staff health and wellbeing program.
- » As a result of the work undertaken by the Investment Facilitation Group, the progress of key projects within the Ballarat West Employment Zone as well as the Provincial Hotel redevelopment.
- » The commencement of the consultation process for the Digital Strategy.
- » The delivery of significant sustainability actions as reported in the Sustainability section starting on page 104.
- » The development of a Community Engagement Framework, a policy document that outlines Council's renewed and focused commitment to community engagement – the draft framework is currently out on public exhibition and is due to be adopted in Spring 2015 and rolled out throughout 2015-16.
- » The ongoing implementation of the Engaging Communities Program in Miners Rest, Learmonth and Buninyong for a second year with an additional allocation of \$100,000 to each community and the expansion of the program into three new areas, Warrenheip, Lake Esmond and Cardigan Village.
- » The implementation of the 'myTownHall' online dedicated engagement tool.
- » The significant increase of our presence and following on social media, making it our key communication platform.
- » The successful implementation of the participatory budget process.
- » The successful implementation of Customer Service measuring systems to better understand the needs of our community.

CHALLENGES/DISAPPOINTMENTS

In 2014-15 we faced the following challenges and disappointments:

- » Not improving on the results of the 2014 Customer Service Satisfaction Survey.
- » The ongoing issue of existing negative community perceptions about Council.
- » Due to the restructure of the IT area, not being resourced in time to deliver improvements to the Customer Management System (CRM), facility booking system and the Children's and Family Services software.
- » Not hosting City of Ballarat Volunteer Awards – this was due to the lack of support from external agencies.
- » More work is required to promoting online options for Customers to engage with Council – while there has been a modest increase, the opportunity remains to further promote this service.
- » Data collection in the area of Customer Service was a weak area up until two years ago and so we did not have comparative data to measure our performance beyond the past two years – this area has become a priority focus for our unit over the past two years.

LOOKING AHEAD

In 2015-2016 we are committed to the following actions to support achieving our strategic objectives as outlined in the Council Plan 2013-17:

- » With the IT area now fully functional and resourced, delivering all projects that were placed on hold during 2014-15 – the revised structure will provide significant internal business support to the organisation.
- » Maintaining the Financial Strategy to deliver services, plan for growth and maintain ageing infrastructure.
- » Delivering more precise Customer Service on demand, with improved Customer Service systems and processes.
- » Improving our results in the annual Customer Service Satisfaction Survey.
- » Increasing communication activities across all areas of print and social media.
- » Increasing the availability of open data.
- » Building on the leading risk management practices and reviewing our corporate risk.
- » Pursuing other opportunities for cost savings in internal processes.
- » Increasing the use of digital technologies to enhance internal practices and customer experiences.
- » Continuing the success of our myWellbeing Program for all workers with a focus on 'Prevent, Maintain & Enhance'.
- » Delivering major projects for the City within the parameters of time and budget, including those funded in the State Election, the redevelopment of the Civic Hall site, the redevelopment of the bluestone Goods Shed in the Ballarat Railway Station Precinct and the redevelopment of the Ballarat Major events precinct including showgrounds relocation.
- » Implementing the new Community Engagement Framework.
- » Reviewing and evaluating the effectiveness of our engagement strategies – these will be reviewed as part of an annual Community Engagement Framework Council Report and activities will be monitored for effectiveness through both qualitative and quantitative measures including Customer Service enquiry types and statistics, the number of public engagement events, a Community Engagement Panel and Survey Operations Group, consultation participation numbers, online engagement activity reports and independent Community Satisfaction Reports.
- » Rolling out the Engaging Communities Program to three new townships, Sebastopol, Brown Hill and Cardigan Village following the success of the program in Buninyong, Learmonth and Miners Rest.
- » Developing and launching a news and events portal that is separate from the primary services website, as an online and regularly updated version of myBallarat.
- » Implementing a topic-based email newsletter system for the community to subscribe to for weekly updates.
- » Launching 'myTownHall for Schools', as a part of the 'Have Your Say' platform – schools that register will be able to access it.
- » Implementing a Quality Assurance process to measure the quality of our Customer Service to better understand where we can improve the quality of our service.
- » Implementing a Customer Feedback Survey process to better understand where customers would like to see improvement in the Customer Service area.
- » Continuing to improve reporting accuracy at Customer Service to better understand why the community is engaging with Council and how their enquiries are being managed.

OUR PERFORMANCE 2014-15

In this section we report on our performance in 2014-15 against the Council Plan. Where relevant we have included references to other sections of this Annual Report.

OUTCOME 1: An organisation that always shows strong leadership and advocacy

Better advance the region through strong leadership and advocacy

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

- » Building productive forward-looking strategic relations with our community, business and government partners to support the achievement of Councils priorities and projects.
- » Lobbying for Council priorities for the region together with a Stakeholder Engagement Strategy.
- » Developing significant collateral to lobby the business community and state and federal governments for all key projects.
- » Identifying options for grant opportunities for all of Councils projects.

What we said	What we did	%
Continue to raise the profile of projects detailed in the Ballarat Regional Capital Plan.	Projects detailed in the Plan were promoted as part of a targeted lobbying effort leading up to the State Election in November 2014. Reason not 100% completed: The Ballarat Regional Capital Plan is an aspirational document with a significant number of projects and actions. While the goal is funding all projects this is not possible in one calendar year.	70
Continue to lobby State and Federal Governments on items detailed in the Ballarat Regional Capital Plan.	Projects detailed in the Plan were successfully lobbied leading up to the State Election in November 2014 as follows: <ul style="list-style-type: none"> » The redevelopment of the Goods Shed as part of the Ballarat Railway Station Precinct redevelopment » Redevelopment as part of the Ballarat Major Events Precinct in North Ballarat, including the showgrounds relocation » Ballarat West Employment Zone projects » Kindergartens Projects were funded in the May 2015 State Budget as a part of the 2014 State Government election commitments. Reason not 100% completed: The Capital Plan is an aspirational document spanning many years with a significant number of projects and actions. While the goal is funding all projects this is not possible in one calendar year.	80
Further update current collateral including the Ballarat Regional Capital Plan with a focus on Federal and State Government initiatives.	Collateral was updated on a project-by-project basis as supplied to departments to support lobbying activities.	100

What we said	What we did	%
All Business Units of Council to apply for any relevant grants to assist with project delivery.	Grants were actively pursued – overall we were successful in receiving \$3.229 million in funding for capital projects. Reason not 100% completed: Not all grant applications submitted were successful.	75

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

- » Advocating for Ballarat as Victoria’s premier regional city through participation in the Central Highlands Region forums.
- » Continuing participation in the Regional Cities Victoria forum.

What we said	What we did	%
Continue to actively participate in the Central Highlands Regional Forum.	Full and ongoing participation continued.	100
Continue to actively participate in and attend the Regional Cities Victoria Forum.	Full and ongoing participation continued.	100

OUTCOME 2: An organisation that always governs with transparency

The highest level integrity in all matters of governance

STRATEGIC OBJECTIVE: Demonstrate and deliver best practice governance by:

- » Ensuring compliance with legislation and corporate knowledge capture.
- » Managing, monitoring and reporting compliance of Insurance Liability and Risk Framework.
- » Ensuring corporate reporting is provided to Council through the support of the legislated Audit Advisory Committee.

What we said	What we did	%
Continue implementation of changes to the Local Government Act and implement Governance Plan actions.	Changes to the Act were implemented as required. The most notable change was in line with the Local Government (Planning and Reporting) Regulations 2014 (LGPRF). This is reported comprehensively in the Governance section of this Annual Report. See page 41.	100
Continue regular quarterly reporting to the Audit Advisory Committee.	Regular reporting to the Audit Advisory Committee continued and was comprehensive in nature. This is reported comprehensively in the Governance section of this Annual Report. See page 55.	100
Commence quarterly Corporate reporting.	Reports from the Audit Advisory Committee were presented to Council quarterly for adoption. This is referred to in the Governance section of this Annual Report that starts on page 41.	100

OUTCOME 3: An organisation that truly engages its community

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

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

- » Continuing to improve the Ballarat Imagine Engagement Strategy to support decision making.
- » Encouraging increased participation from the community in the decision-making process on all levels of Council's work, from large projects that will redefine the City to important neighbourhood-based initiatives.
- » Implementing innovative engagement and communication tools that reach diverse audiences and encourage participation from the community.
- » Improving communication of Council information to residents and reach more diverse audiences.
- » Continuing to adopt a comprehensive Stakeholder Engagement Strategy and program in conjunction with Ballarat Imagine that facilitates engagement with key stakeholders, the business community and government on projects and priorities of importance.

What we said	What we did	%
Implement the <i>Ballarat Imagine</i> framework jointly with the Stakeholder Engagement Strategy.	We continued to adopt a comprehensive Stakeholder Engagement Strategy and program in conjunction with Ballarat Imagine. The <i>Ballarat Imagine</i> framework and process was used to support the preparation of the Ballarat Strategy.	100
Continue to improve information and function on our websites to make them as accessible and user friendly as possible per our Services to Social Strategy.	Online functions were continuously updated, such as functions to make it easier for residents to navigate and find the information they need or to complete surveys online (surveys continued to be available in hard copy at our Customer Service Centre, local Ballarat libraries and on the website as a downloadable document). Online content was continuously updated to meet the ever-changing needs of the community. Website visitation numbers increased across several categories as can be seen in Figure 6.5.1 over page. To see evidence of these actions go to www.ballarat.vic.gov.au	100

What we said	What we did	%
<p>Continue to build social media as a key communication tool and continue to increase our reach.</p>	<p>Social media was used extensively as a communication tool and our Facebook and Twitter audience grew significantly during this period (see Figure 6.5.3 below). In particular we were successful in reaching the younger demographic which was qualified within the 2015 Customer Service Satisfaction Survey. To see evidence of our social media presence go to www.ballarat.vic.gov.au/ac/connecting-to-council/contact-us.aspx</p> <p>Our Facebook and Twitter accounts were used to advertise all community consultation opportunities and to return results of the polls and surveys back to the community. To see evidence of our Facebook activity go to https://www.facebook.com/ballaratcity To see evidence of our Twitter activity go to https://twitter.com/cityofballarat</p> <p>Further work was undertaken to promote social media as a media platform for our Councillors. To see evidence of this please see the take up of social media accounts by our Councillors in the Councillor profile pages starting on page 32.</p> <p>The following new Facebook pages were created: Parent Place, CALD Education and Employment and Ballarat Botanical Gardens to address the ever-changing needs of our community. www.facebook.com/ParentPlaceBallarat www.facebook.com/CEEPBallarat www.facebook.com/BallaratBotanicalGardens</p>	<p>100</p>
<p>Implement a dedicated online engagement tool.</p>	<p>A dedicated online engagement tool, 'myTownHall' was implemented in February 2015 – this is a one-stop online place for our community to have their say about what's happening in our City and to tell us about what's important to them in their community. To see the number of users see Figure 6.5.2 below. For more information on 'myTownHall' see the Engaging Our Community section starting on page 16.</p>	<p>100</p>
<p>Engaging community members early before developing a new strategy or long-term plan.</p>	<p>A wide range of online surveys were used to consult with our community. This included actively seeking out and encouraging contributions from people who may be affected by or interested in a particular issue or decision. To see the list of online surveys conducted in 2014-15 see Figure 6.5.5 below. To see how residents can access our online surveys on our website go to www.ballarat.vic.gov.au Online polling was conducted for two issues and the results were fed back to Council for consideration: the '40km/ hour zone in Sturt Street' and an ongoing online poll 'How People Stay Informed' was established that asks the community how they prefer to stay informed about the work of Council... for the results of the poll see Figure 6.5.4 below. Open House Drop-In Project Planning Sessions were successfully held and an example of this was the planning session for Victoria Park held in May 2015.</p>	

What we said	What we did	%
Communicate results of community consultation processes back to the community.	Our social media channels and community magazines were used to inform residents of the decisions made as well as how their input was considered as part of the process. To see evidence of our Facebook activity go to https://www.facebook.com/ballaratcity To see evidence of our Twitter activity go to https://twitter.com/cityofballarat To see evidence of this in our community magazines go to www.ballarat.vic.gov.au	100
Better inform residents about Council priorities and how their rates are being used, particularly about the things that matter to them at a local/neighbourhood level.	Our 'direct to public' fact-based approach to communication continued to be rolled out via myBallarat, our seasonal community magazine which was distributed to each household in Ballarat four times in 2014-15. To see our myBallarat magazine go to www.ballarat.vic.gov.au/ac/myballarat.aspx Local communities were targeted to reach a more diverse audience via our myNeighbourhood 'local' community magazines – in 2014-15 five myNeighbourhood magazines were published for the areas of Miners Rest, Learmonth, Buninyong, Lake Esmond and Warrenheip. To see our range of community magazines go to www.ballarat.vic.gov.au/ac/myballarat.aspx	100
Continue to engage with State and Federal Government and other relevant stakeholders on items detailed in the Ballarat Regional Capital Plan and the Council Plan.	State and Federal Government and other relevant stakeholders were actively engaged at every opportunity to promote items contained in the Ballarat Regional Capital Plan and the Council Plan – this effort included several delegations to the Federal Parliament in Canberra and State Parliament in Melbourne.	100

Figure 6.5.1: Website Visitor Numbers

The table below shows an increase in website visitation, reflecting our focus on continuously updating function and content to match the needs of our community.

Visitation	2012-13	2013-14	2014-15	Comment
Website visitors unique visitors	201,391	216,474	248,599	Up 14% from 2013-14 and 23% from 2012-13
New v return visitors	53% v 47%	53% v 47%	51% v 49%	Up slightly since 2013-14 showing increase return use of resources.
All-time high page views	1.0 million	1.2 million	1.9 million	Up 58% from 2013-14 and up 90% from 2012-13
Sessions from Mobile Devices	83,000	129,000 (up 46,000)	204,000	Up 58% from 2013-14 and up 145% from 2012-13

Figure 6.5.2: myTownHall by Users

The table below shows the number of users in the first 5 months of operation (therefore no comparative statistics are available).

Audience	Total visits	Engaged Visitors	Informed Visitors	Aware visitors
myTownHall	10,300	1,100	3,200	7,900

Figure 6.5.3: Facebook and Twitter Audience Numbers

The table below shows Social Media Following Up 47% from 2013-14 and up 380% from 2012-13.

Audience	2012-13	2013-14	2014-15
Facebook & Twitter	5,200	17,000	25,000

Figure 6.5.4: How Residents Stay Informed by Online Poll

The table below shows that social media and community magazines are currently the most popular way residents stay informed about the work of Council by far.

How Residents Stay Informed 2012-13	
Social Media (Facebook & Twitter)	28%
'myBallarat' Community Magazine	25%
Newspaper / Television	19%
Website / Online Search	11%
Conversations with a friends or family	10%
Radio	3%
Call Customer Service when need information	3%
Attend Community/Council Meetings	2%

Figure 6.5.5: List of Online Surveys Conducted

The list below shows the number and breadth of matters that we consulted with the community on during the decision-making process.

- » City of Ballarat Budget 2015-16
- » Nature Strip Policy
- » Youth Activity Spaces Survey
- » Ballarat Skate Survey
- » Public Toilets in Ballarat
- » Victoria Park Master Plan
- » Future Health and Education Precinct
- » Outdoor Dining and Busking Guidelines
- » Digital Ballarat
- » Sustainable Transport Strategy
- » Western Oval Master Plan
- » Positive Ageing Framework
- » Lake Wendouree Boat Shed Policy
- » The Ballarat Strategy
- » Eastern Oval Master Plan

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

- » Implementing the City of Ballarat Online: Services to Social Strategy ensuring our websites and social media are accessible and user friendly.
- » Better informing the community about Council priorities and how their rates are being used.
- » Referring all submissions received on the Budget and Council Plan to the Councillor Portfolios to develop project scope and recommendations in consultation with the submitters for possible inclusion in future Budgets, Plans and Strategies.

What we said	What we did	%
Further expand stakeholder forums and include Councillors as key participants.	We further expanded stakeholder forums and included Councillors as key participants - to see a full list of Councillor representation go to page 48.	100
Further refine targeted local community communication.	<p>Targeted communication was undertaken specific to location and demographic to inform the community. This included online surveys to gather information from the community. Targeted 'fact-based' community magazines continued to be published: myNeighbourhood magazines for the communities of Buninyong, Learmonth, Lake Esmond and Warrenheip as well as myNature. The myBallarat magazine continued to be published seasonally and delivered to every home and business. Direct mail in targeted neighbourhoods was increased to keep residents updated on what's happening in their local neighbourhood or street such as major works.</p> <p>To see our range of community magazines go to http://www.ballarat.vic.gov.au/ac/myballarat.aspx</p> <p>Reason not 100% completed: 100 percent saturation was not achieved as it took Council some time to understand the relevant communities that required the targeted communication</p>	80
Ensure that all submissions received as a part of the Budget and the annual Council Plan review process are referred to portfolios for discussion and consideration.	This process was commenced earlier in 2015 (February) and all submissions received as part of the Budget and Council Plan review process (including those received via social media and online) were referred to the respective Councillor Portfolios for consideration.	100

STRATEGIC OBJECTIVE: Deliver innovative marketing and promotion initiatives by:

- » Using targeted promotion, advertising and communication to strengthen Ballarat’s position as Victoria’s premier regional city.
- » Delivering marketing and communications support for Council’s premier events such as the 2014 Asian Cup and the World Masters Rowing.
- » Investigating a new branding strategy for the City which reflects the community’s views from Ballarat Imagine
- » Developing and implementing a new framework for entrance signage.
- » Updating precinct signage in the Ballarat Central Business District.
- » Creating a strategy for getting the wins back into the community (celebrating success).

What we said	What we did	%
Use current communication mediums and continue to target specific audiences in line with our Stakeholder Engagement Strategy.	Ballarat was promoted regionally and statewide as the Capital of Western Victoria to raise the City’s profile and strengthen its position as Victoria’s premier regional city. Reason not 100% completed: Targeted communications achieved saturation in the local market and we strive to achieve greater penetration statewide with social media communication.	80
Ensure delivery of communications that support Council’s premium events to the highest possible standard.	Communications activities were undertaken for all major events to promote the event and create visitor awareness.	100
Investigate a new branding strategy for the City, which reflects the community’s views from <i>Ballarat Imagine</i> .	Reason not 100% completed: This is to be actioned in 2015-16, per the Council Plan.	0
Enhance entrance signage per the City Entrances Implementation Strategy.	While entrance signage was not renewed, landscaping of the City’s entrance signage was undertaken which has significantly enhanced their presentation. Reason not 100% completed: Further work is planned for entrance signage as a part of the 2015-16 Budget.	75
Update precinct signage in the Ballarat CBD.	Reason not 100% completed: This is to be actioned in 2015-16, per the Council Plan.	0

OUTCOME 4: An organisation that always serves its community responsively

More efficient and responsive customer service provision

STRATEGIC OBJECTIVE: Provide responsive and appropriate customer service by:

- » Achieving the most efficient and effective customer service possible, matched to the needs of our community by undertaking continuous improvement initiatives.
- » Identifying and implementing an appropriate customer relationship management tool particularly enabling a rapid response to customer requests for road and footpath maintenance – in 2015-16.
- » Upgrading the presentation of Council's Customer Service areas.

What we said	What we did	%
Implement better measuring systems to allow us to analyse and improve our Customer Service performance.	Better measuring systems were implemented to improve statistical collection which gives us greater reporting accuracy and allows us to better understand why the community is contacting the Customer Service Unit, how well our team is responding to requests and where we need to further improve our performance... see Figures 6.5.6 and 6.5.7 below.	100
Develop the scope and number of customer requests able to be handled at the first interaction.	Greater reporting accuracy (see point above) was introduced and the Customer Service team was provided with more information resulting in more customer requests being handled at the first interaction (by Customer Service) rather than being referred onto other departments in the organisation... see Figure 6.5.8 below.	100
Continue to increase the efficiency of our Customer Service Unit.	The number of customer requests received online increased. See Figure 6.5.9 below.	100
Improve the responsiveness of our Customer Service Unit.	The number of customer requests actioned within Service Response Levels increased ... see Figure 6.5.10 on page 188.	100
Improve the presentation of Customer Service areas.	Works have been scoped and will be delivered in 2015-16. Reason not 100% completed: As part of an organisational restructure in 2014-15 the refit and refurbishment of the Customer Service Area was deferred to be implemented in 2015-16.	25

Figure 6.5.6: Number of Requests for Service

The graph below shows a 10.4% increase since the previous year.

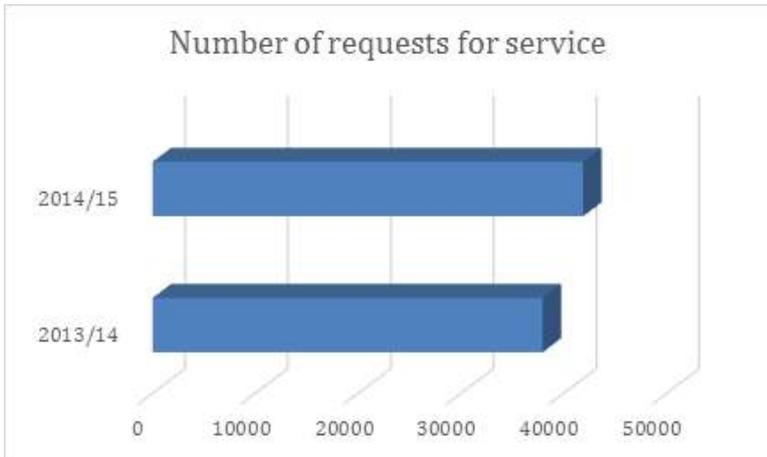


Figure 6.5.7: Requests for Customer Service by Number and Type

The graph below shows an increase in the number of requests in most categories – the result of improved reporting accuracy.

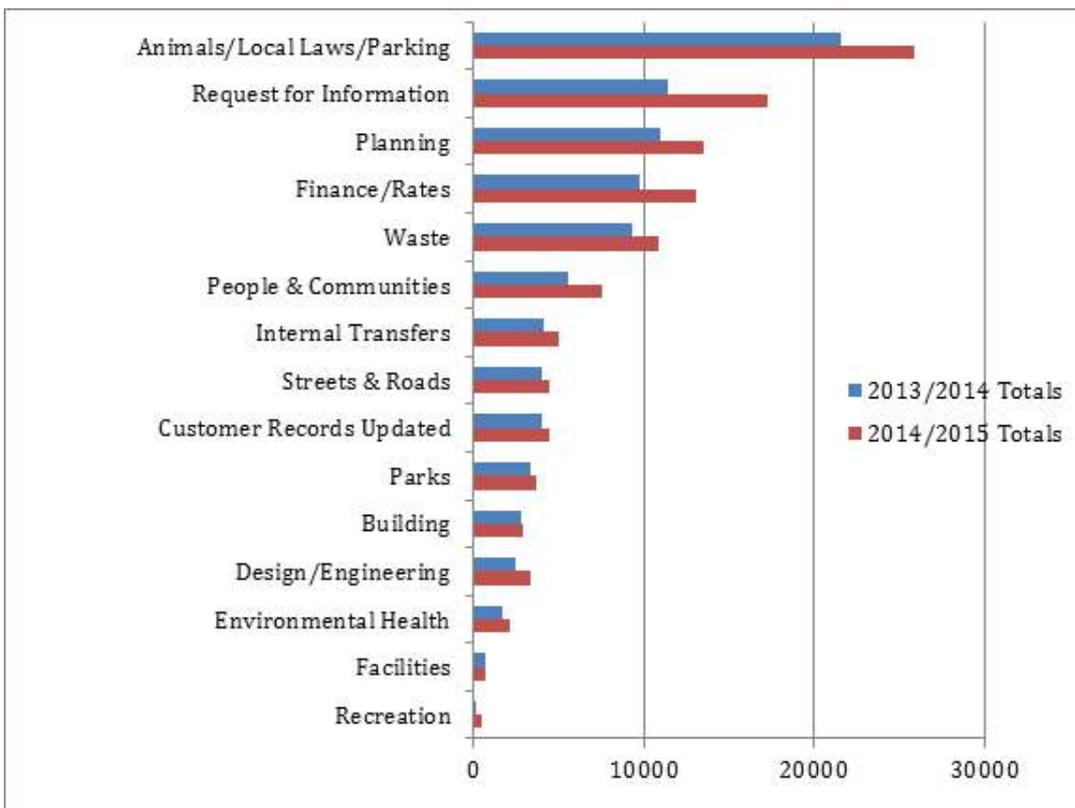


Figure 6.5.8: How Requests were Handled

The graph below shows that the number of requests overall increased and that the Customer Service team was able to handle more requests at first interaction.

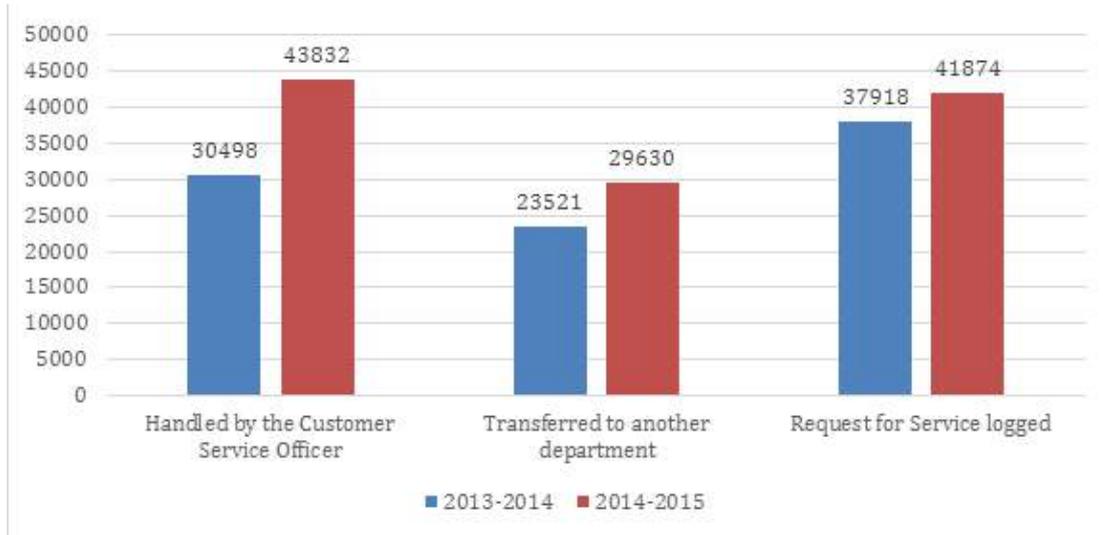


Figure 6.5.9: Number of Online Interactions

The graph below shows that online interactions increased by approximately 6% and that it remains a popular way for obtaining permits and certificates.

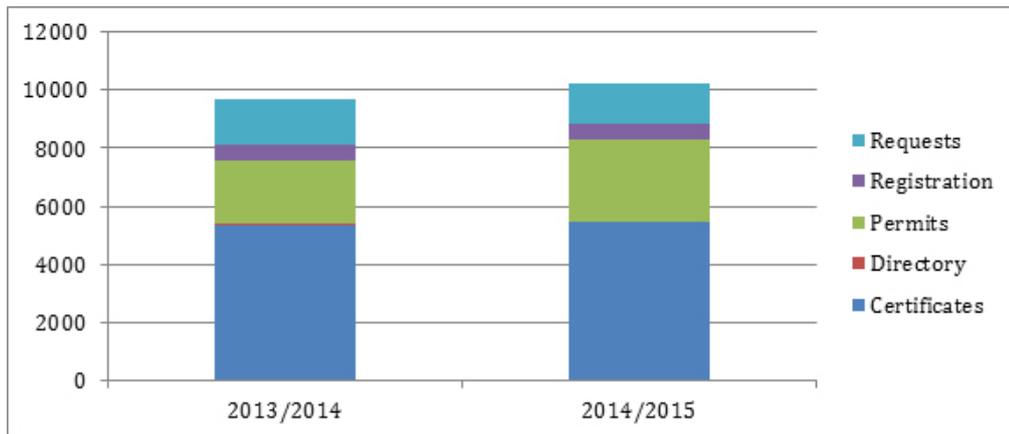
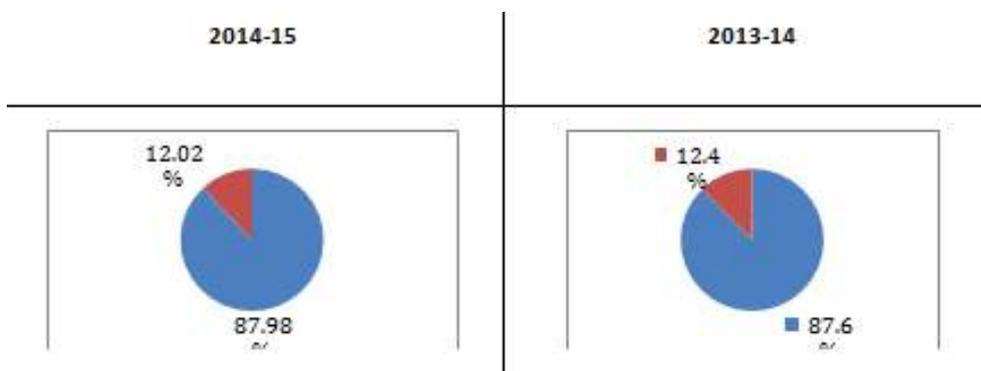


Figure 6.5.10: Percentage of Requests Handled within Expected Timeframes

The graphs below show that there was a slight increase – this takes into consideration all request types.



OUTCOME 5: An organisation that provides the healthiest workplace possible

Positioning City of Ballarat as an Employer of Choice

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

- » Continuing staff development programs for recognition: social responsibility leave, online learning, and leadership program.
- » Delivering actions resulting from the Organisation Development Strategic Review process.
- » Continuing to show leadership by providing work placement and training opportunities for people experiencing disadvantage.
- » Developing and promoting policies to increase the health and wellbeing of staff and reduce job stress.
- » Promoting and supporting volunteers.

What we said	What we did	%
Expand the Passion for Excellence (staff recognition) Program.	The Program was expanded with the addition of Excellence in Management – leadership activities included authentic and positive leadership programs and the continuation of the Positive Leadership Alumni Program.	100
Continue to implement actions from the Organisation Development Strategic Review process.	The roll out of values continued with these forming the basis for organisational position descriptions and staff performance appraisals. Following the Organisational Cultural Index survey (OCI), defined organisational results were distributed and Business Unit actions were prepared.	100
Facilitate programs for disadvantaged job seekers in line with the Human Resources Strategic Plan.	Disadvantaged job seekers were targeted for employment opportunities with City of Ballarat resulting in five placements.	100
Implement a proactive program to target staff health and wellbeing and continue to monitor and review policies and programs.	Our Health and Wellbeing program was expanded to include activities such as physiotherapy and gym programs and wellbeing programs such as nutrition and health improvement initiatives. Health and wellbeing policies were revised throughout the year and all are now current.	100

STRATEGIC OBJECTIVE: Support and promote volunteers by:

- » Continuing to promote volunteering and recruit new volunteers.
- » Developing procedures to enhance volunteering opportunities within Council.
- » Continuing to support the annual City of Ballarat Volunteer Awards.
- » Working with the Volunteer Resource Centre (United Way) to promote volunteering within the community.

What we said	What we did	%
Continue to engage volunteers in our programs.	The position of Volunteer Coordinator continued to be supported.	100
Continue to provide guidance and procedures for engaging volunteers consistently with an emphasis on induction and support.	Volunteers were offered professional development opportunities to enhance their skills in the delivery of activities.	100
Continue to support the annual Volunteer Awards as a sponsor of the event.	The City of Ballarat Volunteer Awards event did not take place in 2014-15. Reason not 100% completed: There was a lack of support from external agencies.	0
Continue to maintain a strong relationship with United Way and work cooperatively to support and promote volunteering in the community.	A committee of executive Volunteer Coordinators was established by United Way and a representative from City of Ballarat currently sits on the committee.	100

OUTCOME 6: An organisation that always demonstrates accountability

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

- » Ensuring Council remains in the medium financial risk category (as a minimum).
- » Managing Ballarat's services and assets to the best of our ability in line with Asset Management Plans.
- » Optimising and rationalising Council assets across all asset classes for the greater community and organisation benefit.
- » Instigating an effective finance committee to assist in Council's financial operations.

What we said	What we did	%
Ensure that Council operations align with the Long Term Financial Strategy that sees Council in the Medium Risk category.	Our Medium Risk category was maintained.	100
Continue to prepare an annual State of the Assets report prior to the adoption of our annual Budget.	The State of the Assets report was completed and adopted.	100
Use Asset Management Plans (AMPs) to guide decision making in providing community facilities.	AMPs now form the basis for all expenditure on maintenance activities in all asset classes. Reason not 100% completed: As reported in the Assets section of this report on page 61. Governance not all asset classes have AMPs. The 50% achievement ranking here is proportional to the completion of AMPs.	50
Continue to schedule quarterly meetings of the Finance Committee.	The Finance Committee continued to meet quarterly per the Terms of Reference.	100

STRATEGIC OBJECTIVE: Improve business delivery through continuous improvement initiatives by:

- » Reviewing all services against strict criteria to determine core and discretionary services, making necessary changes to service provision.
- » Creating an 'open for business' environment by facilitating (fast-tracking) development opportunities and offering a better customer service experience.

What we said	What we did	%
Undertake the program of service reviews for 2014-15 (all services are to be reviewed within the term of the Council Plan).	The full program of reviews for 2014-15 was completed with implementation to take place in 2015-16. This included Statutory Planning and Youth Services.	100
Continue to support and schedule meetings of the Investment Facilitation Group to facilitate development opportunities for the City.	The group met bi-monthly and contributed to the fast tracking of many significant developments.	100

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

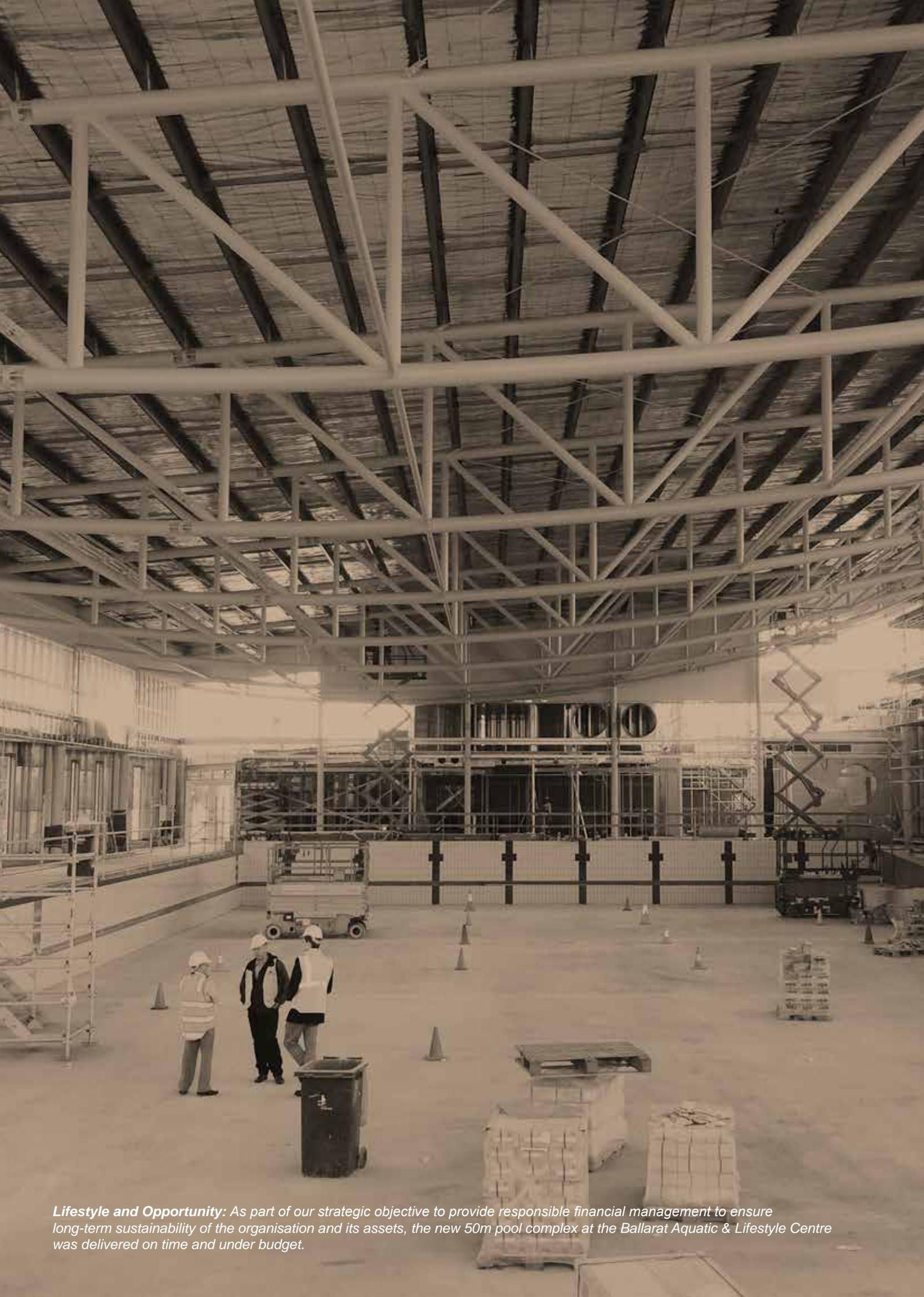
- » Completing the implementation of the Electronic Document Management System (EMDS).
- » Replacing Community Care and Access Management system including mobility systems.
- » Implementing reporting and analytic services that include corporate search capability.
- » Implementing Council Plan and Performance Reporting system that includes triple bottom line reporting.
- » Implementing the Customer Relationship Management system.
- » Reviewing and replacing Family and Children's Services software.
- » Upgrading the Facility Booking System.

What we said	What we did	%
Complete implementation of the Electronic Document Management System (EMDS)	The EMDS was implemented and is now fully functional.	100
Continue reporting across the organisation.	This was achieved as a component of the EDMS.	100
Distribute Corporate Performance Reporting quarterly and continue to incorporate 'triple bottom line' reporting into the 2014-15 Annual Report.	Triple bottom line reporting has been incorporated into this Annual Report with a particular focus on Sustainability after being incorporated into our Annual Reporting for the first time in 2013-14.	100
Implement the Customer Relationship Management System.	Reason not 100% completed: Scheduled for consideration in 2015-16 per the Council Plan 2013-17.	0
Replace the Family and Children's Services software.	Software was replaced and live trials were completed. Full live implementation is due to be completed by December 2015. Reason not 100% completed: Delays were experienced in data migration.	75
Implement a Facility Booking System.	Not completed Reason not 100% completed: This action was deferred to 2015-16.	0

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

- » Continuing implementation of the actions from the Environment Sustainability Strategy that are targeted at Council's own operations and include these in Business Unit plans.
- » Reviewing the Environment Sustainability Strategy (ESS) and use the findings to develop a new ESS for the post 2014 period.
- » Determining a model for community engagement for the ESS.
- » Reviewing the Climate Change Risk Assessment.
- » Educating Council departments on the requirements and methodology of adapting to climate change.
- » Investigating more efficient consumption of utilities in Council buildings.

What we said	What we did	%
Include Environmental Sustainability Strategy (ESS) initiatives in Business Unit planning for the future years of this plan.	ESS actions were considered and included in Business Unit operational plans. The ESS is included in actions with the Ballarat Strategy.	100
Work with the Ballarat Regional Sustainability Alliance to prepare the Environmental Sustainability Strategy 2015.	Joint work with Ballarat Regional Sustainability Alliance was undertaken on the review of the current ESS. Reason not 100% completed: This formed a consideration throughout the planning and consultation of the Ballarat Strategy.	80
Undertake the Community engagement model for the ESS in the 2014 review.	A review was undertaken by Ballarat Regional Sustainability Alliance Ballarat and the community engagement model for the ESS was included in this review	100
Include work on climate change in Business Unit planning as a component of the ESS and education activities.	Climate change is a consideration of our business unit planning process and this is also a consideration in the Ballarat Strategy. Reason not 100% completed: This formed a consideration throughout the planning and consultation process for the Ballarat Strategy.	50
Continue energy audits on current facilities and new facilities incorporating energy efficient design and initiatives.	Energy efficiency was incorporated in the design of the Midlands and Miners Rest Kindergartens, the Russell Square and Prince of Wales Change rooms and the 50 metre indoor pool complex at the Ballarat Aquatic and Lifestyle Centre. Improved energy efficient cooling was incorporated into the Art Gallery of Ballarat. Reason not 100% completed: No energy audits of Council buildings were undertaken in 2014-15. Buildings planned for energy audit in 2015-16 include the Town Hall and the Art Gallery of Ballarat.	50



Lifestyle and Opportunity: As part of our strategic objective to provide responsible financial management to ensure long-term sustainability of the organisation and its assets, the new 50m pool complex at the Ballarat Aquatic & Lifestyle Centre was delivered on time and under budget.

7. OUR FINANCIAL PERFORMANCE

Annual Financial Report
For the Year Ended 30 June 2015

Financial Statements

UNDERSTANDING THE FINANCIAL REPORT

In line with our commitment to accountability and transparency the following information is provided to help readers understand the financial information provided in this report.

List of Financial Statements included in this Annual Report

The Financial Statements for 2014-15 provided in the detailed Financial Performance section starting on page 204 have been prepared in accordance with the requirements of the *Local Government Act 1989* and include the following:

1. Comprehensive income Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Cash Flow Statement
5. Statement of Capital Works
6. Performance Statement
7. Certification of the Financial Statements
8. Independent Audit Results
9. Notes to the Financial Report Ending 30 June 2015

Plain English Explanation of the Financial Statements

1. Comprehensive Income Statement

The Comprehensive Income Statement is often referred to as the Profit and Loss Statement and includes Income earned and Expenditure incurred in running Council's operations throughout the year.

2. Balance Sheet

This Balance Sheet is a one-page summary of Council's position as at 30 June. It outlines what Council controls (Assets), what it owes (Liabilities) and its Total Equity and Net Financial Worth at the end of the year. Assets and Liabilities are separated into Current and Non-Current categories.

3. Statement of Changes in Equity

During the course of the year, the Value of Total Equity or Net Financial Worth as set out in the Balance Sheet changes. Council's Net Financial Worth can change as a result of surplus or deficit in the Comprehensive Income Statement.

4. Cash Flow Statement

The Cash Flow Statement summarises Council's cash payments and shows all cash amounts received and cash payments made throughout the year as well as the bank balance at the end of the year and changes to the balance throughout the year.

5. Statement of Capital Works

The Statement of Capital Works is a summary by classification of all capital works carried out during the financial year. Classification of works includes Land, Buildings, plant and equipment, and Infrastructure. The total expenditure is also classified by New asset expenditure, Asset renewal and Asset upgrades.

6. Performance Statement

Section 132 of the *Local Government Act 1989* requires Local Government Authorities to develop a performance accountability mechanism which allows for a consistent approach in the collection and reporting of information regarding financial performance, operating costs and community satisfaction.

The use of performance indicators by local government provides:

- » An improved capacity to objectively measure Council's performance leading to a better set of relationships between State and Local Government
- » Better informed local communities

7. Certification of the Financial Statements

The Certification of the Financial Statements is made by the person responsible for the financial management of Council, the Chief Financial Officer, and is made separately in respect of each statement. The Chief Financial Officer must state whether, in their opinion, the statements have met all the statutory and professional reporting requirements. Two Councillors and the Chief Executive Officer make a certification separately in respect of each statement. The Councillors and the Chief Executive Officer must state that in their opinion, the statements are fair and not misleading or inaccurate.

8. Independent Audit Results

The Independent Audit Reports are the external and independent opinion of the Victorian Auditor-General and provide the reader with an independent view about Council's compliance with the statutory and professional requirements, as well as the fairness aspects of the statements. The Victorian Auditor-General issues two Audit Reports – a combined report on the Standard Statements and Financial Statements and a separate report on the Performance Statement. Each of the Audit Reports is addressed to the Councillors of the City of Ballarat.

Notes to the Financial Report Ending 30 June 2015

The Notes to the Financial Report are a very important and informative section of the Annual Report. The Australian Accounting Standards are not largely prescriptive in relation to fine detail, therefore to enable the reader to understand the basis on which the values are shown in the Statements, it is necessary to provide some explanation of Council's accounting policies. The Notes also give details about many of the summary figures contained in the Statements. The Note numbers are shown beside the relevant items in the statements.

Table of Contents

Financial Statements

Comprehensive Income Statement	199
Balance Sheet	200
Statement of Changes in Equity	201
Cash Flow Statement	202
Statement of Capital Works	203

Notes to Financial Statements

Introduction	204
Note 1 Significant accounting policies	205
Note 2 Budget comparison	214
Note 3 Rates and charges	217
Note 4 Statutory fees and fines	217
Note 5 User fees	217
Note 6 Grants	218
Note 7 Contributions	219
Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	219
Note 9 Other income	220
Note 10 Employee costs	220
Note 11 Materials and services	221
Note 12 Bad and doubtful debts	221
Note 13 Depreciation and amortisation	221
Note 14 Borrowing costs	221
Note 15 Other expenses	222
Note 16 Cash and cash equivalents	222
Note 17 Trade and other receivables	222
Note 18 Other financial assets	223
Note 19 Inventories	224
Note 20 Other assets	224
Note 21 Property, infrastructure, plant and equipment	224
Note 22 Investment property	230
Note 23 Trade and other payables	230
Note 24 Trust funds and deposits	230
Note 25 Provisions	231
Note 26 Interest bearing loans and borrowings	233
Note 27 Reserves	233
Note 28 Reconciliation of cash flows from operating activities to surplus / (deficit)	235
Note 29 Total cash available	235
Note 30 Financing arrangements	235
Note 31 Commitments	236
Note 32 Operating leases	236
Note 33 Contingent liabilities and contingent assets	237
Note 34 Financial instruments	240
Note 35 Related party transactions	241
Note 36 Prior year adjustments	243
Note 37 Events occurring after balance date	243
Certification of the Financial Report	245
Independant Auditor's Report - Financial Report	246
City of Ballarat Local Government Performance Reporting	248
City of Ballarat Performance Statement	257
Certification of Performance Statement	267
Independant Auditor's Report - Performance Statement	268

Comprehensive Income Statement

For the Year Ended 30 June 2015

	Note	2015 \$'000	2014 \$'000
Income			
Rates and charges	3	91,002	84,429
Statutory fees and fines	4	3,659	3,163
User fees	5	24,168	22,250
Grants - operating	6	30,686	18,020
Grants - capital	6	3,229	9,161
Contributions - monetary	7	1,850	1,138
Contributions - non-monetary	7	24,130	15,736
Net gain/(loss) on disposal of assets	8	(1)	(22)
Fair value adjustments for investment property	22	938	(117)
Other income	9	8,176	3,637
Total Income		187,837	157,395
Expenses			
Employee benefits	10	56,041	52,510
Materials and services	11	53,052	48,560
Bad and doubtful debts	12	591	601
Depreciation and amortisation	13	26,990	24,734
Borrowing costs	14	1,796	1,222
Other expenses	15	1,656	9,552
Total Expenses		140,126	137,179
Profit		47,711	20,216
Other comprehensive income			
Net asset revaluation increment(decrement)	27 (a)	72,471	(20,768)
Comprehensive result		120,182	(552)

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

Balance Sheet

As at 30 June 2015

	Note	2015 \$'000	2014 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	30,962	28,421
Trade and other receivables	17	8,119	8,009
Other financial assets	18	19,164	23,528
Inventories	19	362	411
Other assets	20	872	845
Total Current assets		59,479	61,214
Non-current assets			
Trade and other receivables	17	122	172
Property, infrastructure, plant and equipment	21	1,564,952	1,428,440
Investment property	22	7,591	7,612
Total Non-current assets		1,572,665	1,436,224
Total Assets		1,632,144	1,497,438
Liabilities			
Current liabilities			
Trade and other payables	23	6,093	7,447
Trust funds and deposits	24	3,120	2,444
Provisions	25	12,239	11,617
Interest-bearing loans and borrowings	26	8,128	4,800
Total Current liabilities		29,580	26,308
Non-current liabilities			
Provisions	25	3,135	2,821
Interest-bearing loans and borrowings	26	25,019	29,347
Total Non-current liabilities		28,154	32,168
Total Liabilities		57,734	58,476
Net Assets		1,574,410	1,438,962
Equity			
Accumulated surplus		906,026	847,231
Reserves	27	668,384	591,731
Total Equity		1,574,410	1,438,962

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

Statement of Changes in Equity

For the Year Ended 30 June 2015

2015	Note	Total 2015 \$'000	Accumulated Surplus 2015 \$'000	Asset		Other Reserves 2015 \$'000
				Revaluation Reserve 2015 \$'000	Reserves 2015 \$'000	
Balance at beginning of the financial year		1,438,962	847,231	590,617	1,114	-
Prior year adjustments	36	15,266	15,266	-	-	-
Adjusted balance at beginning of financial year		1,454,228	862,497	590,617	1,114	-
Profit(loss)		47,711	47,711	-	-	-
Net asset revaluation increment (decrement)	27 (a)	72,471	-	72,471	-	-
Transfer to other reserves	27 (b)	-	(4,182)	-	-	4,182
Balance at end of the financial year		1,574,410	906,026	663,088	5,296	-

2014	Note	Total 2014 \$'000	Accumulated Surplus 2014 \$'000	Asset		Other Reserves 2014 \$'000
				Revaluation Reserve 2014 \$'000	Reserves 2014 \$'000	
Balance at beginning of the financial year		1,398,202	786,307	611,385	510	-
Prior year adjustments	36	41,312	41,312	-	-	-
Adjusted balance at beginning of financial year		1,439,514	827,619	611,385	510	-
Profit(loss)		20,216	20,216	-	-	-
Net asset revaluation increment (decrement)	27 (a)	(20,768)	-	(20,768)	-	-
Transfer to other reserves	27 (b)	-	(604)	-	-	604
Balance at end of the financial year		1,438,962	847,231	590,617	1,114	-

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

Cash Flow Statement

For the Year Ended 30 June 2015

	Note	2015 Inflows/ (Outflows) \$'000	2014 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		90,892	75,908
Statutory fees and fines		3,693	3,163
User fees		25,296	33,803
Grants - operating		30,870	18,821
Grants - capital		3,320	9,161
Contributions - monetary		1,850	1,138
Interest received		1,593	1,610
Trust funds and deposits taken		11,266	9,005
Other receipts		2,480	1,135
Net GST refund		8,082	7,560
Employee costs		(55,174)	(50,819)
Materials and services		(60,981)	(50,366)
Trust funds and deposits repaid		(10,521)	(8,990)
Other payments		(1,822)	(6,217)
Net cash provided by (used in) operating activities	28	50,844	44,912
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	21	(50,259)	(46,967)
Proceeds from sale of property, infrastructure, plant and equipment		338	495
Payments for investments		(92,033)	(71,921)
Proceeds from sale of investments		96,397	65,468
Loans and advances made		(15)	(8)
Payments of loans and advances		65	82
Net cash provided by (used in) investing activities		(45,507)	(52,851)
Cash flows from financing activities			
Finance costs		(1,796)	(1,222)
Proceeds from borrowings		3,800	29,145
Repayment of borrowings		(4,800)	(4,236)
Net cash provided by (used in) financing activities		(2,796)	23,687
Net increase / (decrease) in cash and cash equivalents		2,541	15,748
Cash and cash equivalents at the beginning of the financial year		28,421	12,673
Cash and cash equivalents at the end of the financial year	16	30,962	28,421
Financing arrangements	30	1,000	1,000
Restrictions on cash assets	16	3,120	2,444

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

Statement of Capital Works

As at 30 June 2015

	Note	2015 \$'000	2014 \$'000
Property			
Land		-	717
Total Land		-	717
Buildings		14,039	3,952
Heritage buildings		142	728
Building improvements		2,330	4,667
Total Buildings		16,511	9,347
Total Property		16,511	10,064
Plant and Equipment			
Plant, machinery and equipment		2,116	2,979
Fixtures, fittings and furniture		56	34
Computers and telecommunications		1,411	1,844
Library books		564	628
Total Plant and Equipment		4,147	5,485
Infrastructure			
Roads		11,814	14,582
Bridges		196	746
Footpaths and cycleways		1,578	865
Drainage		1,303	1,336
Recreational, leisure and community facilities		4,519	6,445
Waste management		4,020	3,261
Parks, open space and streetscapes		838	1,002
Off street car parks		849	1,265
Other infrastructure		971	692
Total Infrastructure		26,088	30,194
Total Capital works expenditure		46,746	45,743
Represented by:			
New asset expenditure		22,115	21,742
Asset renewal expenditure		13,171	19,421
Asset upgrade expenditure		11,460	4,580
Total Capital works expenditure		46,746	45,743

Notes to the Financial Report

For the Year Ended 30 June 2015

Introduction

The City of Ballarat was established by an Order of the Governor in Council on 6th of May 1994 and is a body corporate.

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

The purpose of the Council is to:

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

External Auditor - Auditor-General of Victoria

Internal Auditor - AFS and Associates

Bankers - National Australia Bank

Website address - www.ballarat.vic.gov.au

This Financial Report is a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, Statement of Capital Works and notes accompanying these financial statements.

The general purpose Financial Report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 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 1 (j)).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (k)).
- the determination of employee provisions (refer to Note 1 (q)).

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

(b) Change in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Revenue recognition

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

Rates and charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 Significant accounting policies (cont.)

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Sale of property, plant and equipment, infrastructure

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

Contributions

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

Interest

Interest is recognised as it is earned.

Other Income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

(d) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair Value Measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 Significant accounting policies (cont.)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(e) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of less than 90 days, net of outstanding bank overdrafts.

(f) Trade and other receivables

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

(g) Other financial assets

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

(h) Inventories

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

(i) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 Significant accounting policies (cont.)

(j) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

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

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, 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 detailed in Note 1 (k) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 21, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis. The revaluation frequency of non-current assets is as follows:

Buildings	4 Years
Land	4 Years
Recreation and Open Spaces	Annually
Infrastructure	Annually
Artworks & Heritage Collections	5 Years

Valuation of Land and Buildings (June 2012) were determined by Opteon (Vic) Pty Ltd. The valuation has been compiled on the basis of current replacement cost less accumulated depreciation.

Valuation of Infrastructure comprising earthworks, substructures, seals, kerbs relating to roads, footpaths, bridges and roundabouts, drains and street furniture are revalued yearly by Council's Infrastructure Engineer, and are valued at written down current replacement cost as at 1 July 2014.

The valuation of Artworks was performed by Simon Storey Values MAVAA and are valued at net realisable value at 1 July 2011.

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 Significant accounting policies (cont.)

The valuation of Recreation & Open Space was performed by Council's Infrastructure Engineer and are valued at written down current replacement cost at 1 July 2014.

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

Land under roads

Land under roads acquired after 30 June 2008 is brought to account using the fair value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

Eureka Flag

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

- (k) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles**
Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Artworks and Heritage Collections are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 Significant accounting policies (cont.)

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

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$
Property		
Land	-	5,000
Buildings	40 years	5,000
Building improvements	40 years	5,000
Plant and Equipment		
Heritage plant and equipment	5 -30 years	1,000
Plant, machinery and equipment	2 -20 years	1,000
Fixtures, fittings and furniture	2 -20 years	1,000
Computers and telecommunications	3 -20 years	1,000
Library books	10 years	1,000
Infrastructure		
Road pavements and seals	10- 80 years	5,000
Road formation and earthworks	250 years	5,000
Road kerb, channel and minor culverts	80 - 150 years	5,000
Bridges deck	60 - 100 years	5,000
Bridges substructure	60 - 100 years	5,000
Footpaths and cycleways	15 - 80 years	5,000
Drainage	50 - 200 years	5,000
Recreational, leisure and community facilities	15 - 50 years	5,000
Parks, open space and streetscapes	8 - 50 years	5,000
Off street car parks	10- 80 years	5,000
Aerodromes	10- 80 years	5,000

(l) Repairs and maintenance

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

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 Significant accounting policies (cont.)

(m) Investment property

Investment property, comprising freehold office complexes, is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined by independent valuers. Changes to fair value are recorded in the Comprehensive Income Statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

(n) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(o) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 24).

(p) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

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

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

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 Significant accounting policies (cont.)

(q) Employee benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date:

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 1 Significant accounting policies (cont.)

(r) Landfill rehabilitation provision

Council is obligated to restore landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the expected cost of works to be undertaken as determined by the Environment Protection Agency. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

(s) Leases

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

(t) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

Cash flows are presented in the Cash Flow Statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(u) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the Balance Sheet are disclosed at Note 33 Contingent liabilities and contingent assets.

(v) Contingent assets and contingent liabilities and

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

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(w) Pending accounting standards

Certain new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2015 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(x) Rounding

Unless otherwise stated, amounts in the Financial Report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 5 percent or \$500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 9th of July 2014. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The Budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

a) Income and Expenditure	Budget 2015 \$'000	Actual 2015 \$'000	Variance 2015 \$'000	Ref
Income				
Rates and charges	90,534	91,002	(468)	
Statutory fees and fines	27,391	3,659	23,732	1
User fees	-	24,168	(24,168)	1
Grants - operating	22,289	30,686	(8,397)	2
Grants - capital	2,016	3,229	(1,213)	3
Contributions - monetary	550	1,850	(1,300)	4
Contributions - non monetary	11,440	24,130	(12,690)	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	(1)	1	
Fair value adjustments for investment property	-	938	(938)	
Other income	1,307	8,176	(6,869)	
Total Income	155,527	187,837	(32,310)	
Expenses				
Employee costs	54,044	56,041	(1,997)	6
Materials and services	49,752	53,052	(3,300)	7
Bad and doubtful debts	636	591	45	
Depreciation and amortisation	32,649	26,990	5,659	8
Borrowing costs	1,835	1,796	39	
Other expenses	4,723	1,656	3,067	9
Total Expenses	143,639	140,126	3,513	
Surplus/(deficit) for the year	11,888	47,711	(35,823)	

(i) Explanation of material variations

Variance Ref	Explanation
1	The preparation of the 2014/15 Budget was formulated using different allocation criteria compared to the preparation of the Annual Statement. For accurate comparison there is a need to combine items "Statutory fees and fines" and "User fees". Doing this indicates that the variation is within the threshold limits.
2	Grants - Operating are overstated by \$6 million due to the early payment of 50% of the Victoria Grants Commission allocation. Additional funds were received across the organisation, major increases occurred in Community Care & Access (\$567k) and Family & Children Services (\$609k).

- 3 Council received a number of additional grants during the financial year. The major grants received included, Ballarat West Employment Zone Stage 2 (\$300k), Sports Precincts Soccer Stage 2 (\$268k), Learmonth Pathway Project (\$374K).
- 4 With the mid year introduction of Council's developers contribution scheme income had been received that had not been budgeted for.
- 5 The level of development in the municipality had operated at a level that had not been anticipated.
- 6 Employee costs had increased to \$54.365 million following the adoption of carryovers by Council. The remaining variation is attributable to changing circumstances when compared to the formulation of the original budget. Additional services had been carried out with Council labour instead of contracting the service out such as the outdoor pools. Additional labour was spent to accommodate demand which has been offset by other items contained in the budget.
- 7 Material and service costs have increased to \$52.985 million following the adoption of carryovers by Council and the reallocation of costs from other expenses in accordance with the new standards. Taking this into account the variation is within the thresholds set out.
- 8 Depreciation has been overestimated due to the timing of the budget and subsequent revaluation of Infrastructure assets.
- 9 Taking into account the reallocation of costs from Other expenses to Materials and services then the revised budget was \$1.598 million. The variation with the amended budget and the actual is within the threshold limits set.

Note 2 Budget comparison (cont.)

b) Capital Works

	Budget 2015 \$'000	Actual 2015 \$'000	Variance 2015 \$'000	Ref
Property				
Land	200	-	200	
Total Land	200	-	200	
Buildings	-	14,039	(14,039)	1
Heritage buildings	-	142	(142)	1
Building improvements	1,300	2,330	(1,030)	1
Total Buildings	1,300	16,511	(15,211)	
Total Property	1,500	16,511	(15,011)	
Plant and Equipment				
Plant, machinery and equipment	3,283	2,116	1,167	1
Fixtures, fittings and furniture	-	56	(56)	
Computers and telecommunications	1,872	1,411	461	1
Library books	597	564	33	
Total Plant and Equipment	5,752	4,147	1,605	
Infrastructure				
Roads	12,053	11,814	239	1
Bridges	210	196	14	
Footpaths and cycleways	829	1,578	(749)	1
Drainage	1,455	1,303	152	1
Recreational, leisure and community facilities	4,390	4,519	(129)	
Waste management	3,000	4,020	(1,020)	1
Parks, open space and streetscapes	772	838	(66)	1
Off street car parks	132	849	(717)	1
Other infrastructure	795	971	(176)	1
Total Infrastructure	23,636	26,088	(2,452)	
Total Capital works expenditure	30,888	46,746	(15,858)	
Represented by:				
New asset expenditure	14,656	22,115	(7,459)	
Asset renewal expenditure	20,408	13,171	7,237	
Asset upgrade expenditure	7,264	11,460	(4,196)	
Total Capital works expenditure	42,328	46,746	(4,418)	

(i) Explanation of material variations

Variance Ref	Explanation
1	In September 2014 the Council approved a list of carryovers, being both recurrent and capital expenditure. The capital component of the carryovers was \$20.050 million. The carryovers have resulted in all the variances that are outside of the thresholds set down.

	2015	2014
	\$'000	\$'000

Note 3 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the City of Ballarat.

The valuation base used to calculate general rates for 2014/15 was \$16,047 million (2013/14 \$15,842 million). The 2014/2015 rate in the dollar was 0.4123 cents (2013/2014 0.4100 cents).

General rates	79,407	74,345
Waste management charge	11,012	9,523
Special rates and charges	317	320
Interest on rates	208	183
Revenue in lieu of rates	58	58
Total Rates and charges	91,002	84,429

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2014, and the valuation was first applied for the rating year commencing 1 July 2014.

Note 4 Statutory fees and fines

Dog and cat registrations and fines	1,007	997
Health licences and fees	588	590
Land Information Certificates	94	91
Local law permits	168	180
Sale of valuations	204	27
Subdivision supervision & certification fees	1,081	797
Town planning fees and certificates	517	481
Total Statutory fees and fines	3,659	3,163

Note 5 User Fees

Aged services fees	1,018	1,041
Art Gallery of Ballarat	956	837
Ballarat Aquatic & Lifestyle Centre	4,211	4,283
Building & scaffolding fees	370	364
Child care centres and kindergartens	2,189	1,144
Family day care	174	151
Her Majesty's Theatre	1,075	853
Landfill operations	4,336	4,157
Library services	1,157	985
Meals on Wheels	597	634
Other	2,179	2,158
Parking fees, fines and charges	4,902	4,807
Private works	37	72
Recreation income	176	5
Robert Clark Centre	126	128
Sponsorship	24	23
Training incentives	8	15
Transfer Station	633	593
Total Statutory fees and fines	24,168	22,250

2015
\$'000

2014
\$'000

Note 6 Grants

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	25,281	14,588
State funded grants	8,635	12,593

Total Grants	33,916	27,181
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Operating Grants

Recurrent - Commonwealth Government

Victorian Grants Commission	18,174	5,875
Day Care	4,243	3,883
General home care	515	481
Other	97	234

Recurrent - State Government

Aged care	5,513	4,990
School crossing supervision	224	216
Libraries	683	606
Recreation	114	285
Community safety	76	130
Other	243	385

Total Recurrent Operating Grants	29,882	17,085
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Non - recurrent - Commonwealth Government

Recreation	39	-
Other	-	192

Non - recurrent - State Government

Community health	39	99
Arts	284	161
Other	283	395
Library	159	88

Total Non- Recurrent Operating Grants	804	935
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Total Operating Grants	30,686	18,020
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Capital Grants

Recurrent - Commonwealth Government

Roads	1,644	1,516
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Recurrent - State Government

Library	16	16
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Total Recurrent Capital Grants	1,660	1,532
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2015
\$'000

2014
\$'000

Note 6 Grants (cont.)

Non - recurrent - Commonwealth Government

Buildings	568	2,407
<i>Non - recurrent - State Government</i>		
Buildings	220	2,104
Roads	642	2,816
Recreation	119	302
Plant	20	-
Total Non-Recurrent Capital Grants	1,569	7,629
Total Capital Grants	3,229	9,161

Total Grants	33,915	27,181
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Conditions on grants

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:	628	3,515
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:	2,160	2,495
Net increase/(decrease) in restricted assets resulting from grant revenues for the year:	(1,532)	1,020

Note 7 Contributions

Monetary	1,850	1,138
Non monetary	24,130	15,736
Total contributions	25,980	16,874

Contributions of non monetary assets were received in relation to the following asset classes.

Artworks	588	246
Land	1,381	129
Land under roads	744	418
Roads	2,215	4,511
Drainage	19,202	10,432
Total	24,130	15,736

Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	308	(444)
Write down value of assets disposed	(309)	422
Total Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1)	(22)

2015 **2014**
\$'000 **\$'000**

Defined Benefit

The City of Ballarat does not use defined benefit accounting for its defined benefit obligations under the Funds Defined Benefit category. This is because the Funds 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 the City of Ballarat in the Fund cannot be measured as a percentage compared with other participating employers. Therefore the actuary is unable to allocate benefit liabilities, assets and costs between employers for the purpose of AASB19.

	2015	2014
	\$'000	\$'000
Note 11 Materials and services		
Materials and services	5,237	5,146
Contract payments	32,758	29,147
Building maintenance	605	421
General maintenance	3,361	3,274
Utilities	4,218	3,933
Office administration	3,783	3,325
Information technology	1,728	1,648
Insurance	1,332	1,623
Consultants	30	43
Total Materials and services	53,052	48,560

Note 12 Bad and doubtful debts

Parking fine debtors	285	387
Local laws debtors	75	57
Animal control	188	155
Other debtors	43	2
Total Bad and doubtful debts	591	601

Note 13 Depreciation and amortisation

Plant and Equipment	2,851	2,489
Property	3,233	3,059
Infrastructure	20,906	19,186
Total Depreciation and amortisation	26,990	24,734

Refer to Note 21 for a more detailed breakdown of depreciation and amortisation charges.

Note 14 Borrowing costs

Interest - Borrowing costs	1,796	1,222
Total Borrowing costs	1,796	1,222

2015
\$'000

2014
\$'000

Note 15 Other expenses

Auditors remuneration internal	174	89
Auditors remuneration VAGO	81	77
Councillors' allowances	278	272
Election expenses	4	4
Operating leases	1,095	1,078
Asset revaluation decrement expense	-	8,032
Other	24	-
Total Other expenses	1,656	9,552

Note 16 Cash and cash equivalents

Cash on hand	9	8
Cash at bank	11,955	3,149
Term deposits	18,998	25,264
Total Cash and cash equivalents	30,962	28,421

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 24)	3,120	2,444
Total Restricted funds	3,120	2,444
Total Unrestricted cash and cash equivalents	27,842	25,977

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	15,264	31,909
- Reserve funds (Note 27 (b))	5,296	1,114
Total Funds subject to intended allocations	20,560	33,023

Note 17 Trade and other receivables

Current

Rates debtors	2,996	2,913
Parking infringement debtors	2,034	1,994
Provision for doubtful debts - parking infringements	(1,134)	(1,066)
Loans and advances to community organisations	42	52
Other debtors	4,606	4,449
Provision for doubtful debts - other debtors	(425)	(333)
	8,119	8,009

Non-current

Loans and advances to community organisations	122	172
	122	172
Total Trade and other receivables	8,241	8,181

2015 **2014**
\$'000 **\$'000**

a) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's receivables was:

Current (not yet due)	5,121	4,371
Past due by up to 30 days	702	437
Past due between 31 and 180 days	535	1,354
Past due between 181 and 365 days	799	316
Past due by more than 1 year	2,644	1,703
Total Trade & other receivables	9,801	8,181

b) Movement in provisions for doubtful debts

Balance at the beginning of the year	(1,399)	(1,094)
New Provisions recognised during the year	(215)	(332)
Amounts already provided for and written off as uncollectible	55	27
Amounts provided for but recovered during the year	-	-
Balance at end of year	(1,559)	(1,399)

c) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$507,044 (2014: \$236,129) were impaired. The amount of the provision raised against these debtors was \$36,459 (2014: \$77,517). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	2	3
Past due between 181 and 365 days	12	3
Past due by more than 1 year	22	71
Total Trade & other receivables	36	77

Note 18 Other financial assets

Term deposits	19,162	23,526
Shares in other companies	2	2
Total Other financial assets	19,164	23,528

	2015	2014
	\$'000	\$'000

Note 19 Inventories

Inventories held for distribution	230	259
Inventories held for sale	132	152
Total Inventories	362	411

Note 20 Other assets

Prepayments	747	647
Accrued income	125	198
Total Other assets	872	845

Note 21 Property, Infrastructure, Plant and Equipment

Property	449,957	395,211
Plant and Equipment	128,448	126,694
Infrastructure	986,547	906,534
Total Other assets	1,564,952	1,428,439

Note 21 Property, Infrastructure Plant and Equipment (cont'd)

	Note	Land - specialised	Land - non specialised	Land improvements -land fill	Total Land	Heritage Buildings	Buildings -specialised	Buildings non specialised	Buildings specialised	Building Improvements	Total Buildings	Work In Progress	Total Property
Land and Buildings													
At fair value 1 July 2014		2,880	260,919	1,220	265,019	28,609	96,834	-	-	6,183	131,626	4,238	400,883
Accumulated depreciation at 1 July 2014		-	-	(202)	(202)	(1,391)	(4,027)	-	-	(52)	(5,470)	-	(5,672)
		2,880	260,919	1,018	264,817	27,218	92,807	-	-	6,131	126,156	4,238	395,211
Movements in fair value													
Acquisition of assets at fair value		-	-	-	-	142	14,039	-	-	2,330	16,511	-	16,511
Contributed assets at fair value		744	1,381	-	2,125	-	-	-	-	-	-	-	2,125
Fair value increments/decrements *		-	16,036	-	16,036	3,870	10,172	-	-	-	14,042	-	30,078
Found assets		-	-	-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed		-	-	-	-	-	(132)	-	-	-	(132)	-	(132)
Transfers ^		-	324	-	324	-	4,108	-	-	(4)	4,104	(3,496)	932
		744	17,741	-	18,485	4,012	28,187	-	-	2,326	34,525	(3,496)	49,514
Movements in accumulated depreciation													
Depreciation and amortisation	13	-	-	(25)	(25)	(715)	(2,332)	-	-	(161)	(3,208)	-	(3,233)
Accumulated depreciation of disposals		-	-	-	-	-	10	-	-	-	10	-	10
Transfers ^		-	-	-	-	-	(30)	-	-	-	(30)	-	(30)
Accumulated depreciation fair value adjustment		-	-	-	-	2,106	6,379	-	-	-	8,485	-	8,485
		-	-	(25)	(25)	1,391	4,027	-	-	(161)	5,257	-	5,232
At fair value 30 June 2015		3,624	278,660	1,220	283,504	32,621	125,021	-	-	8,509	166,151	742	450,397
Accumulated depreciation at 30 June 2015		-	-	(227)	(227)	-	-	-	-	(213)	(213)	-	(440)
		3,624	278,660	993	283,277	32,621	125,021	-	-	8,296	165,938	742	449,957

* The fair value increment on Land and Buildings represents the assessed change in value of these assets since the last formal revaluation completed as at 30 June 2012.

^ A transfer between Investment Properties and Land and Buildings has been made during the year due to Council repurposing a property now providing Council services.

Note 21	Property, Infrastructure Plant and Equipment (cont'd)	Art works & heritage collections	Heritage plant and equipment	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Library books	Work in Progress	Total plant and equipment
	Plant and Equipment								
	At fair value 1 July 2014	110,769	-	19,414	1,663	8,644	5,699	641	146,830
	Accumulated depreciation at 1 July 2014	-	-	(9,684)	(1,312)	(5,474)	(3,666)	-	(20,136)
		110,769	-	9,730	351	3,170	2,033	641	126,694
	Movements in fair value								
	Acquisition of assets at fair value	-	-	2,116	56	1,411	564	-	4,147
	Contributed assets at fair value	588	-	-	-	-	-	-	588
	Revaluation increments/decrements	-	-	-	-	-	-	-	-
	Found assets	-	-	-	-	-	-	-	-
	Fair value of assets disposed	-	-	(953)	(2)	-	-	-	(955)
	Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
	Transfers	-	-	11	-	427	-	(438)	-
		588	-	1,174	54	1,838	564	(438)	3,780
	Movements in accumulated depreciation								
13	Depreciation and amortisation	-	-	(1,742)	(59)	(797)	(253)	-	(2,851)
	Accumulated depreciation of disposals	-	-	823	2	-	-	-	825
	Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
	Transfers	-	-	-	-	-	-	-	-
		-	-	(919)	(57)	(797)	(253)	-	(2,026)
	At fair value 30 June 2015	111,357	-	20,588	1,717	10,482	6,263	203	150,610
	Accumulated depreciation at 30 June 2015	-	-	(10,603)	(1,369)	(6,271)	(3,919)	-	(22,162)
		111,357	-	9,985	348	4,211	2,344	203	128,448

Note 21 Property, Infrastructure Plant and Equipment (cont'd)

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and Community	Waste Management	Parks open spaces and streetscapes	Aerodromes	Off street car parks	Other Infrastructure	Work In Progress	Total Infrastructure
Infrastructure												
At fair value 1 July 2014	518,625	28,387	41,477	252,764	24,776	7,505	15,698	-	6,859	25,191	4,411	925,693
Accumulated depreciation at 1 July 2014	(11,751)	(455)	(1,170)	(2,967)	(1,221)	(2)	(433)	-	(141)	(1,019)	-	(19,159)
	506,874	27,932	40,307	249,797	23,555	7,503	15,265	-	6,718	24,172	4,411	906,534
Movements in fair value												
Acquisition of assets at fair value	11,814	196	1,578	1,303	4,519	4,020	838	-	849	971	-	26,088
Contributed assets at fair value	2,215	-	-	19,202	-	-	-	-	-	-	-	21,417
Revaluation increments/decrements *	19,901	(543)	2,277	12,704	2,808	(1)	(34)	-	160	876	-	38,148
Found assets ^	3,212	72	334	6,917	103	-	4,153	-	-	475	-	15,266
Fair value of assets disposed	-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	607	128	-	-	231	(1,334)	(80)	-	1,093	-	(645)	-
	37,749	(147)	4,189	40,126	7,661	2,685	4,877	-	2,102	2,322	(645)	100,919
Movements in accumulated depreciation												
Depreciation and amortisation	(12,647)	(467)	(1,167)	(3,242)	(1,451)	(168)	(603)	-	(141)	(1,020)	-	(20,906)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	(12,647)	(467)	(1,167)	(3,242)	(1,451)	(168)	(603)	-	(141)	(1,020)	-	(20,906)
	544,623	27,785	44,496	289,923	31,216	10,188	20,142	-	8,820	26,494	3,766	1,007,453
Accumulated depreciation at 30 June 2015	(12,647)	(467)	(1,167)	(3,242)	(1,451)	(168)	(603)	-	(141)	(1,020)	-	(20,906)
	531,976	27,318	43,329	286,681	29,765	10,020	19,539	-	8,679	25,474	3,766	986,547

* The full amount of the Infrastructure revaluation increment has not been transferred to the asset revaluation reserves due to a prior year revaluation decrement fully diminishing the Recreation and Open Space reserve (refer Note 27). The balance of \$4.242m has been recorded as revenue as required by AASB 1041 (refer Note 9).

^ During the annual revaluation process, Council identified further assets owned that were not reflected in the fixed asset register. Advancements in technologies utilised by Council allow for greater recognition and management of Council assets.

Note 21 Property, Infrastructure, Plant and Equipment (cont'd)

Valuation of Land and Buildings

Valuation of Land and Buildings were undertaken by a qualified independent valuer Opteon (Vic) Pty Ltd. The valuation of Land and Buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's Land and Buildings and information about the fair value hierarchy as at 30 June 2015 are as follows:

	Level 1	Level 2	Level 3
Land	-	27,653	251,007
Specialised land	-	-	3,624
Land improvements	-	-	993
Heritage buildings	-	22,506	10,115
Buildings	-	5,919	119,102
Building improvements	-	4,137	4,159
Total	-	60,215	389,000

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by the Council's Infrastructure Engineer.

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

Details of the Council's Infrastructure and information about the fair value hierarchy as at 30 June 2015 are as follows:

	Level 1	Level 2	Level 3
Roads	-	-	531,976
Bridges	-	-	27,318
Footpaths and cycleways	-	-	43,329
Drainage	-	-	286,681
Recreational, leisure and community facilities	-	-	29,765
Waste management	-	-	10,020
Parks, open space and streetscapes	-	-	19,539
Aerodromes	-	-	-
Off street car parks	-	-	8,679
Other infrastructure	-	-	25,474
Total	-	-	982,781

Note 21 Property, Infrastructure, Plant and Equipment cont'd

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$600 and \$800 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$1,000 to \$1,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 60 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 15 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2015	2014
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	3,624	2,880
Total specialised land	3,624	2,880

	2015	2014
	\$'000	\$'000
Note 22 Investment property		
Balance at beginning of financial year	7,612	7,729
Additions	-	-
Disposals	(57)	-
Fair value adjustments	938	-
Depreciation	-	(117)
Transfers *	(902)	-
Balance at end of financial year	7,591	7,612

* A transfer between Investment Properties and Land & Buildings has been made during the year due to Council repurposing a Property now utilised to provide Council services.

Valuation of Investment Property

Valuation of Investment Property has been determined in accordance with an independent valuation by Opteon (Vic) Pty Ltd who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

Note 23 Trade and other payables

Trade payables	3,879	5,668
Wages payable	2,069	1,623
Accrued loan expense	145	156
Total Trade and other payables	6,093	7,447

Note 24 Trust funds and deposits

Majestix bookings	121	113
Resiting of houses	5	5
Contract retentions & securities	131	115
Subdivision holding fees	1,789	1,410
Botanic Gardens Community Fund	102	88
Fire Services Property Levy	84	14
Deposits & trusts	888	699
Total Trust funds and deposits	3,120	2,444

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Note 25 Provisions

	Landfill restoration	Other	Total
	\$ '000	\$ '000	\$ '000
2015			
Balance at beginning of the financial year	1,220	-	1,220
Additional provisions	-	-	-
Amounts used	-	-	-
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	-
Balance at the end of the financial year	<u>1,220</u>	<u>-</u>	<u>1,220</u>
2014			
Balance at beginning of the financial year	1,220	-	1,220
Additional provisions	-	-	-
Amounts used	-	-	-
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	-
Balance at the end of the financial year	<u>1,220</u>	<u>-</u>	<u>1,220</u>

	2015	2014
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,565	3,375
Long service leave	836	836
Other	165	171
	<u>4,566</u>	<u>4,382</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,405	1,290
Long service leave	6,268	5,945
	<u>7,673</u>	<u>7,235</u>
Total current provisions	<u>12,239</u>	<u>11,617</u>
Non-current		
Long service leave	1,915	1,601
Total non-current provisions	<u>1,915</u>	<u>1,601</u>
Aggregate carrying amount of employee provisions:		
Current	12,239	11,617
Non-current	1,915	1,601
Total aggregate carrying amount of employee provisions	<u>14,154</u>	<u>13,218</u>

The following assumptions were adopted in measuring the present value of employee benefits:

	2015	2014
Weighted average increase in employee costs	5.19%	4.38%
Weighted average discount rates	4.50%	4.77%
Weighted average settlement period	12 mths	12 mths

(b) Land fill restoration

Current	-	-
Non-current	1,220	1,220
	<u>1,220</u>	<u>1,220</u>

2015
\$'000

2014
\$'000

Note 26 Interest-bearing loans and borrowings

Current

Borrowings - secured	8,128	4,800
	8,128	4,800

Non-current

Borrowings - secured	25,019	29,347
	25,019	29,347
Total Interest-bearing loans and borrowings	33,147	34,147

The maturity profile for Council's borrowings is:

Not later than one year	8,128	4,800
Later than one year and not later than five years	13,355	14,755
Later than five years	11,664	14,592

Total Interest-bearing loans and borrowings	33,147	34,147
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All borrowings of the City of Ballarat are secured against the "rate income" of the Council.

Note 27 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserve			
2015			
Land	221,927	16,036	237,963
Buildings	42,953	22,528	65,481
Artwork and Heritage Collections	76,876	-	76,876
Plant and Equipment	1,937	-	1,937
Infrastructure	246,924	33,907	280,831
Recreation and Open Space	-	-	-
Total Asset revaluation reserve	590,617	72,471	663,088
2014			
Land	221,927	-	221,927
Buildings	42,953	-	42,953
Artwork and Heritage Collections	76,876	-	76,876
Plant and Equipment	1,937	-	1,937
Infrastructure	266,476	(19,552)	246,924
Recreation and Open Space	1,216	(1,216)	-
Total Asset revaluation reserve	611,385	(20,768)	590,617

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
(b) Other reserves	\$'000	\$'000	\$'000	\$'000
2015				
Ballarat Aquatic Centre	447	239	36	650
Plant and Equipment	-	3,253	-	3,253
Balhausen organ	9	-	3	6
Subdividers contributions	251	1,060	1,019	292
Developer contributions	407	790	102	1,095
Total Other reserves	1,114	5,342	1,160	5,296
2014				
Ballarat Aquatic Centre	98	349	-	447
Plant and Equipment	-	-	-	-
Balhausen organ	12	-	3	9
Subdividers contributions	400	731	880	251
Developer contributions	-	407	-	407
Total Other reserves	510	1,487	883	1,114

	2015 \$'000	2014 \$'000
Note 28 Reconciliation of cash flows from operating activities to surplus (deficit)		
Profit (loss)	47,711	20,216
Depreciation/amortisation	26,990	24,851
(Profit)/loss on disposal of Property, Infrastructure, Plant and Equipment	1	22
Contributions - Non-monetary assets	(24,130)	(15,736)
Interest and other costs of finance	1,796	1,222
Fair value adjustments for investment property	(938)	-
Revaluation (income)/expense	(4,242)	8,032
Movement in GST payment	4,539	4,225
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(110)	1,003
(Increase)/decrease in other assets	(1,381)	1,354
Increase/(decrease) in trade and other payables	(308)	(1,644)
(Increase)/decrease in inventories	49	(72)
Increase/(decrease) in provisions	867	1,439
Net Cash provided by/(used in) operating activities	50,844	44,912

Note 29 Total cash available

Cash and cash equivalents (Note 16)	30,962	28,421
Other Financial Assets (Note 18)	19,164	23,528
Total Cash available	50,126	51,949

Note 30 Financing arrangements

Bank overdraft	1,000	1,000
Leasing facilities	3,664	3,664
Used facilities	3,664	3,664
Total Unused facilities	1,000	1,000

Note 31 Commitments

The Council has entered into the following commitments:

	Later than 1 year Later than 2 years				Total \$'000
	Not later than 1 year \$'000	and not later than 2 years \$'000	and not later than 5 years \$'000	Later than 5 years \$'000	
2015					
Operating					
Facilities	1,249	1,249	3,746	1,102	7,346
Total Operating	1,249	1,249	3,746	1,102	7,346
Capital					
Buildings	552	-	-	-	552
Infrastructure	82	-	-	-	82
Roads	1,400	-	-	-	1,400
Equipment	1,293	-	-	-	1,293
Total Capital	3,327	-	-	-	3,327

	Later than 1 year Later than 2 years				Total \$'000
	Not later than 1 year \$'000	and not later than 2 years \$'000	and not later than 5 years \$'000	Later than 5 years \$'000	
2014					
Operating					
Facilities	1,150	510	1,530	1,020	4,210
Total Operating	1,150	510	1,530	1,020	4,210
Capital					
Buildings	9,384	-	-	-	9,384
Infrastructure	2,072	-	-	-	2,072
Roads	2,289	1,400	-	-	3,689
Equipment	954	-	-	-	954
Total Capital	14,699	1,400	-	-	16,099

2015
\$'000

2014
\$'000

Note 32 Operating leases

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	1,126	975
Later than one year and not later than five years	1,456	789
Later than five years	231	-
	2,813	1,764

(b) Operating lease receivables

The Council has entered into commercial property leases on its Investment Property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a Consumer Price Index based revision of the rental charge annually.

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

Not later than one year	228	276
Later than one year and not later than five years	912	1,014
Later than five years	1,140	860
	2,280	2,150

Note 33 Contingent liabilities and contingent assets

Superannuation

Defined benefits scheme

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the Fund. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Funding arrangements

The City of Ballarat makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Funds Actuary.

The Fund's latest actuarial investigation was held as at 30 June 2014 and it was determined that the Vested Benefit Index (VBI) of the defined benefit category of which The City of Ballarat is a contributing employer was 103.4%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns	7.50% pa
Salary inflation	4.25% pa
Price inflation (CPI)	2.75% pa

Vision Super has advised that the estimated VBI at 30 June 2015 was 105.8%.

The VBI is to be used as a primary funding factor indicator. Because the VBI was above 100%, the 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 most recent full actuarial investigation conducted by the Funds Actuary as at 30 June 2014, The City of Ballarat makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2015, this rate was 9.5% of members salaries. This rate will increase in line with any increase to the Superannuation Guarantee (SG) contribution rate.

In addition The City of Ballarat reimburse 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 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 purpose of SPS160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including The City of Ballarat) 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 included 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 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.

Latest actuarial investigation surplus amounts

The Funds latest actuarial investigation as at 30 June 2014 identified the following in the defined benefit category of which The City of Ballarat is a contributing employer:

- A VBI surplus of \$77.1 million; and
- A total service liability surplus of \$236 million

The VBI surplus means that the market value of the Funds 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 2014.

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 the expected future benefits and expenses.

The City of Ballarat was notified of the results of the actuarial investigation during January 2015.

Superannuation contributions

Contributions by the City of Ballarat (excluding any unfunded liability payments) to the above superannuation plans for the year ended 30 June 2015 are detailed below:

Scheme	Type of Scheme	Rate	2015 \$'000	2014 \$'000
Vision Super	Defined Benefits	9.50%	727	585
Vision Super	Accumulation	9.50%	2,647	2,465
Other Funds	Accumulation	9.50%	838	624

Landfill

Council operates a Landfill. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.

Financial guarantees

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

Contingent assets**Developer contributions**

In accordance with AASB 137, Council is required to recognise an asset for which it is probable that a future economic benefit will eventuate and the amount of this asset can be reliably measured. At balance date there are no estimates available for developer contributions of infrastructure assets to be received in respect of subdivisions currently under development. As a guide Council has recognised over the past two years developer contributions of \$23,542 million (2014-15) and \$15,490 million (2013-14).

Note 34 Financial Instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

(c) Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

(d) Liquidity risk

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 33 and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 26.

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

(e) Fair value

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

(f) Fair value hierarchy

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

Note 35 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors 01/07/2014 to 30/06/2015

Joshua Morris (resigned as Mayor 12/9/2014 resigned from Council 16/12/2014)
 Samantha McIntosh
 Belinda Coates
 John Philips (Mayor from 12/9/2014)
 Amy Johnson
 Vicki Coltman
 Des Hudson
 Peter Innes
 Glen Crompton (from 16/7/2014)
 James Rinaldi (from 11/2/2015)

Chief Executive Officer

Anthony Schinck

(ii) Remuneration of Responsible Persons

The numbers of Responsible Officers, whose total remuneration from Council and any related entities fall within the following bands:

	2015 No.	2014 No.
<\$20,000	2	-
\$20,000 - \$29,999	8	7
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	-	1
\$60,000 - \$69,999	1	-
\$270,000 - \$279,999	1	1
	12	10

Total remuneration for the reporting year for Responsible Persons included above amounted to:

2015 \$'000	2014 \$'000
556	543

(iii) Senior Officers remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who has management responsibilities and reports directly to the Chief Executive or whose total annual remuneration exceeds \$136,000.

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

Income Range:	2015 No.	2014 No.
<136,000	4	1
\$136,000 - \$139,999	3	3
\$140,000 - \$149,999	3	1
\$160,000 - \$169,999	2	1
\$170,000 - \$179,999	2	2
\$180,000 - \$189,999	1	1
\$200,000 - \$209,999	1	1
	16	10

	2015 \$'000	2014 \$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to	2,433	1,564

(iv) Responsible Persons retirement benefits

The aggregate amount paid during the reporting period by Council in connection with the retirement of Responsible Persons was: NIL.

(v) Loans to Responsible Persons

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a Responsible Person of the council, or a related party of a Responsible Person are as follows: NIL.

(vi) Transactions with Responsible Persons

During the period Council did not enter into any transactions with either Responsible Persons or related parties of Responsible Persons.

Note 36 Prior year adjustments

During the annual revaluation process, Council identified further assets owned that were not reflected in the fixed Asset Register. Advancements in technologies utilised by Council allow for greater recognition and management of Council assets. In 2015 assets to the value of \$15.267 million were found that were not reflected in the Asset Register.

	2015 \$'000	2014 \$'000
Prior year adjustments		
Plant and Equipment		
Plant and Equipment	-	500
Infrastructure		
Roads	3,212	11,839
Bridges	72	156
Footpaths and cycleways	334	717
Drainage	6,917	20,257
Recreational, leisure and community	103	64
Parks open spaces and streetscapes	4,153	-
Other infrastructure	475	7,779
Total Prior year adjustments	15,266	41,312

Note 37 Events occurring after balance date

No matters have occurred after balance date that require disclosures in the Financial Report.

Certification of the Financial Report

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



Glenn Kallio CPA
Principal Accounting Officer

Date : 23 September 2015
Ballarat

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Ballarat for the year ended 30 June 2015 and the financial position of the Council as at that date.

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

We have been authorised by the Council on 23 September 2015 to certify the financial statements in their final form.

John Philips
Councillor



Date : 23 September 2015
Ballarat

Belinda Coates
Councillor



Date : 23 September 2015
Ballarat

Anthony Schinck
Chief Executive Officer



Date : 23 September 2015
Ballarat



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INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Ballarat

The Financial Report

The accompanying financial report for the year ended 30 June 2015 of the City of Ballarat which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements has been audited.

The Councillors' Responsibility for the Financial Report

The Councillors of the City of Ballarat are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

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

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

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

Independent Auditor's Report (continued)

Independence

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

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the City of Ballarat as at 30 June 2015 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE
25 September 2015



Dr Peter Frost
Acting Auditor-General

LOCAL GOVERNMENT PERFORMANCE REPORTING

Service Performance Indicator Results

The table below lists the results of the service performance indicator set as prescribed by the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* and form part of the report of operations.

A number of optional indicators were developed for economic development, immunisation, street sweeping and sports grounds, however these were not required to be reported on this year. The City of Ballarat has only reported on mandatory indicators in 2014-2015.

		Service Performance Indicators <i>Service/indicator/Measure</i>	Results 2015	Material Variations
Aquatic Facilities				
AF1	28	Satisfaction <i>User satisfaction with aquatic facilities (optional)</i> [User satisfaction with how council has performed on provision of aquatic facilities]	0.00	Council will be investigating options for reporting on this in future years
AF2	29	Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	8.75	Each of Ballarat's aquatic facilities has regular health inspections. These inspections ensure water quality is maintained to a safe standard.
AF3	30	Health and Safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	1.00	
AF4	31	Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.29	
AF5	32	Service Cost <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$10.99	
AF6	33	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	6.25	

	Service Performance Indicators <i>Service/indicator/Measure</i>	Results 2015	Material Variations
Animal Management			
AM1 34	Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	This indicator will be reported on in future years following further investigation.
AM2 35	Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	86.48%	
AM3 36	Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$66.19	This figure includes direct costs of running the regional pound facility.
AM4 37	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	9.00	
Food Safety			
FS1 38	Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	This indicator will be reported on in future years following further investigation.
FS2 39	Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	106.08%	
FS3 40	Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$550.00	
FS4 41	Health and safety <i>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	81.41%	

		Service Performance Indicators <i>Service/indicator/Measure</i>	Results 2015	Material Variations
Governance				
G1	1	<p>Transparency</p> <p><i>Council decisions made at meetings closed to the public</i></p> <p>[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</p>	4.67%	
G3	3	<p>Consultation and engagement</p> <p><i>Satisfaction with community consultation and engagement</i></p> <p>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</p>	49.00	
G3	3	<p>Attendance</p> <p><i>Councillor attendance at council meetings</i></p> <p>[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</p>	90.87%	
G4	4	<p>Service cost</p> <p><i>Cost of governance</i></p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$31,925.00	
G5	5	<p>Satisfaction</p> <p><i>Satisfaction with council decisions</i></p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	47.00	

	Service Performance Indicators <i>Service/indicator/Measure</i>	Results 2015	Material Variations
Home and Community Care (HACC)			
HC1 42	Timeliness <i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	This indicator will be reported on in future years following further investigation.
HC2 43	Service standard <i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	16.67%	
HC3 44	Service cost <i>Cost of domestic care service</i> [Cost of the domestic care service / Hours of domestic care service provided]	\$63.73	
HC4 45	Service cost <i>Cost of personal care service</i> [Cost of the personal care service / Hours of personal care service provided]	\$53.90	
HC5 46	Service cost <i>Cost of respite care service</i> [Cost of the respite care service / Hours of respite care service provided]	\$45.10	
HC6 47	Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	20.44%	
12.36%	Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	12.36%	

		Service Performance Indicators <i>Service/indicator/Measure</i>	Results 2015	Material Variations
Libraries				
LB1	19	Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	5.43	
LB2	20	Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	60.47%	
LB3	21	Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$6.61	
LB4	22	Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	17.52%	
Maternal and Child Health (MCH)				
MC1	49	Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	104.30%	
MC2	50	Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	
MC3	51	Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$37.44	
MC4	52	Participation <i>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	77.73%	
MC5	53	Participation <i>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	50.50%	

		Service Performance Indicators <i>Service/indicator/Measure</i>	Results 2015	Material Variations
Roads				
R1	14	Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	58.73	
R2	15	Condition <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99%	
R3	16	Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$108.70	
R4	17	Service Cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.51	
R5	18	Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	56.00	
Statutory Planning				
SP1	6	Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	71.00	
SP2	7	Service standard <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	52.63%	
SP3	8	Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,492.14	
SP4	9	Decision making <i>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	44.44%	

	Service Performance Indicators <i>Service/indicator/Measure</i>		Results 2015	Material Variations
Waste Collection				
WC1	23	Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	160.12	
WC2	24	Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	7.41	
WC3	25	Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$107.52	
WC4	26	Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$34.86	
WC5	27	Waste diversion <i>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	35.10%	
Economic Development (optional)				
ED1	10	Participation <i>Participation in business development activities</i> [Number of businesses with an ABN in the municipality that participate in a business development activity / Number of businesses with an ABN in the municipality] x100	0.00%	These indicators are optional for the 2014/15 financial year.
ED3	12	Service standard <i>Delivery of planned business development activities</i> [Number of business development activities delivered / Number of planned business development activities] x100	\$0.00	
ED4	13	Economic activity <i>Percent change in number of businesses</i> [Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100	0.00%	

	Service Performance Indicators <i>Service/indicator/Measure</i>	Results 2015	Material Variations
Immunisation (optional)			
I1	Satisfaction <i>User satisfaction with immunisation service</i> [User satisfaction with how council has performed on provision of children immunisation service]	0.00%	These indicators are optional for the 2014/15 financial year
I2	Service standard <i>Vaccination of children by council</i> [Percentage of children fully vaccinated by council]	0.00%	
I3	Service standard <i>Return of consent cards by secondary school children</i> [Number of secondary school consent cards returned / Total number of secondary school children] x100	0.00%	
I4	Service cost <i>Cost of immunisation service</i> [Direct cost of immunisation service / Total number of vaccinations]	\$0.00	
I5	Participation <i>Vaccination of children</i> [Percentage of children who are fully vaccinated in each age group]	0.00%	
I6	Participation <i>Vaccination of secondary school children</i> [Number of secondary school children fully vaccinated by council / Total number of secondary school children] x100	0.00%	
Sports Grounds (optional)			
SG1	Utilisation <i>Structured activities on sports fields</i> [Number of structured activities / Total number of sports fields]	0.00	These indicators are optional for the 2014/15 financial year.
SG2	Condition <i>Condition of sports fields</i> [Number of days sports fields are unavailable for structured activities due to condition excluding maintenance and reconstruction/redevelopment / Total number of sports fields]	0.00	
SG3	Service cost <i>Cost of sports grounds</i> [Direct cost of sports grounds / Total number of sports fields]	\$0.00	
SG4	Availability <i>Population per sports field</i> [Municipal population / Total number of sports fields]	0.00	

	Service Performance Indicators <i>Service/indicator/Measure</i>	Results 2015	Material Variations
Street Sweeping (optional)			
SS1	Satisfaction <i>Street sweeping requests</i> [Number of street sweeping requests / Total number of sealed local road households subject to a street sweeping service]	0.00	
SS2	Service standard <i>Frequency of sealed local road sweeping</i> [Number of kilometres of sealed local roads swept / Total kilometres of local sealed local roads required to be swept]	36.41	
SS3	Service cost <i>Cost of street sweeping service</i> [Direct cost of street sweeping service / Total kilometres of sealed local roads required to be swept]	\$1,315.33	
SS4	Environmental and flooding risk <i>Routine cleaning of sealed local road pits</i> [Number of sealed local road pits requiring cleaning following routine inspection / Total number of sealed local road pits inspected] x100	10.05%	

CITY OF BALLARAT PERFORMANCE STATEMENT 2015

BALLARAT A GREAT PLACE TO LIVE

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

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

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

Ballarat recorded a population of 100,283 people (source: Australian Census, 2011) and services a regional population of 400,000. This equates to an annual growth rate of 2.45% since 2001, a rate that is greater than the overall State average and ranks Ballarat as the second highest regional city for growth in Victoria. With a projected population of 142,002 by 2031 (source: Victoria in Future 2014), Ballarat's projected growth rate is higher than that forecast for Melbourne and the State of Victoria. Four new neighbourhood suburbs are being planned in the west of Ballarat to provide for this growth. Ballarat's newest suburb of Lucas is a 750-hectare suburb.

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.



Sustainable Capacity Indicators

For the year ended 30 June 2015

Indicator/Measure	2015 Results	Comments
Population		
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,397.31	The indicator outlines the years allocation of expenditure per head of population. Population for the City of Ballarat as per census data is reported as 100,283.
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$12,780.58	The City of Ballarat as a growing regional city requires significant expenditure on infrastructure to cater for a growing population. It is not surprising that this level of investment is seen per head of population.
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	72.25	The City of Ballarat is responsible for the management of a road network of 1,388 kms. This figure is consistent for a regional municipality spanning 740 square kilometres. The City's road network is across both sealed and unsealed roads.
Own-source revenue		
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,275.81	Own source revenue is consistent with the expenses per head of population. Population for the City of Ballarat as per census data is reported as 100,283.
Recurrent grants		
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$314.53	To be able to deliver infrastructure and services for a growing population the City of Ballarat relies on grants to support deliverables. This indicator is grant income per head of population, as per census data is reported at 100,283.
Disadvantage		
Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	4.00	The SEIFA index of disadvantage for the Ballarat LGA is 981, which is calculated from 2011 census results. The benchmark for SEIFA is 1,000 for Victoria, based on this the City of Ballarat is reported as decile 4 within the state.

Definitions

"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).

"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.

"Population" means the resident population estimated by council.

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"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.

"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.

Service Performance Indicators

For the year ended 30 June 2015

Service/Indicator/Measure	2015 Results	Comments
Aquatic Facilities		
Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	6.25	The City of Ballarat for the 2014/15 financial year operated 4 aquatic facilities; 3 outdoor pools and 1 indoor centre. Attendance to these facilities is calculated and reported accordingly. The attendance figures to the outdoor facilities collected at times may have shown inaccuracies due to the implementation of a new Point of Sale system. Data for the 2015/16 year is expected to be more accurate with the refinement of this system. In the 2014/15 financial year a new 50 metre aquatic facility was opened which will increase attendance figures in future.
Animal Management		
<i>Health and safety</i>		
Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	9.00	The management of the city's animal population is of significance importance. This activity is in accordance with the Council's Domestic Animal Management Plan (DAMP). During the 2014/15 financial year 9 prosecutions were undertaken against individuals for animal offences.
Food Safety		
<i>Health and safety</i>		
Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	81.41%	
Governance		
<i>Satisfaction</i>		
Satisfaction with Council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	47.00	Each year the community is surveyed to provide feedback to the Council on a number of performance indicators and outcomes.
Home and Community Care (HACC)		
<i>Participation</i>		
Participation in HACC service <i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i>	20.44%	

Participation (Culturally and Linguistically Diverse)		
Participation in HACC service by CALD people <i>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</i>	12.36%	
Libraries		
Participation		
Active library members <i>[Number of active library members / Municipal population] x100</i>	17.52%	Members who only borrowed e-books have been included in the calculation of the measure. The current library member management system is not able to differentiate between books and e-books.
Maternal and Child Health (MCH)		
Participation		
Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	77.73%	
Participation (Aboriginal Children)		
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	50.50%	
Roads		
Satisfaction		
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	56.00	Each year the community is surveyed to provide feedback to the Council on a number of performance indicators and outcomes. The City of Ballarat is responsible for the management of a road network of 1,388 kms.
Statutory Planning		
Decision making		
Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	44.44%	
Waste Collection		
Waste diversion		
Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	35.10%	The City of Ballarat is actively pursuing the introduction of a holistic waste management system. Its introduction will provide an integrated waste management system including green waste. This initiative is titled "Clean Ballarat". Once implemented it is expected that the percentage of waste diverted from landfill will increase.

Definitions

"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.

"Annual report" means an annual report prepared by a Council under sections 131, 132 and 133 of the *Local Government Act 1989*.

"Class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.

"Class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act.

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth.

"Critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health.

"Food premises" has the same meaning as in the *Food Act 1984*.

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth.

"HACC service" means home help, personal care or community respite provided under the HACC program.

"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.

"Population" means the resident population estimated by Council.

"Target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth.

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial Performance Indicators – For the year ended 30 June 2015

Dimension/Indicator/Measure	Results 2015	Forecasts			Material Variations
		2016	2017	2018	
Efficiency					
Revenue level					
Average residential rate per residential property assessment <i>[Residential rate revenue / Number of residential property assessments]</i>	\$1,398.30	\$1,252.33	\$1,340.00	\$1,402.63	\$1,468.87
Expenditure level					
Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>	\$2,919.29	\$3,045.70	\$3,238.23	\$3,284.57	\$3,413.16
Workforce turnover					
Resignations and terminations compared to average staff <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	8.36%	8.42%	8.47%	8.53%	8.58%
Liquidity					
Working capital					
Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>	201.08%	128.90%	113.43%	114.27%	111.95%
Unrestricted cash					
Unrestricted cash compared to current liabilities <i>[Unrestricted cash / Current liabilities] x100</i>	105.19%	80.41%	63.64%	64.90%	62.87%

The average is estimated to decrease in line with rate capping.

The 2015 actual contains cash holdings to cover carry forward capital works.
Forecast years assume that all capital projects are completed within allocated years. We expect these to be completed in the forecast period.

As above

Obligations									
Asset renewal									
Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	48.80%	71.85%	66.70%	66.86%	66.65%				
Loans and borrowings									Loans and borrowings are to increase through the forecast period in line with capital investment in the growth areas.
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	36.55%	49.51%	46.26%	51.30%	52.14%				
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	7.27%	6.72%	8.91%	8.70%	9.95%				
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	22.01%	34.72%	32.59%	36.07%	36.42%				
Operating position									
Adjusted underlying result									
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	13.58%	1.62%	0.65%	0.52%	0.03%				
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	55.93%	62.83%	63.86%	64.88%	65.88%				
Rates effort									
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.56%	0.60%	0.64%	0.67%	0.71%				

Definitions

"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.

"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.

"Current assets" has the same meaning as in the Australian Accounting Standards.

"Current liabilities" has the same meaning as in the Australian Accounting Standards.

"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.

"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.

"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 *Local Government (Planning and Reporting) Regulations 2014*.

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

The Performance Statement presents the actual results for the current year for the prescribed financial performance indicators and measures the results forecast by the Council's Strategic Resource Plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by council in its strategic resource plan on 28 June 2015 and which forms part of the Council plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

Certification of Performance Statement

In my opinion, the accompanying Performance Statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.



Glenn Kallio

Principal Accounting Officer

Dated: 23 September 2015

In our opinion, the accompanying Performance Statement of the *City of Ballarat* for the year ended 30 June 2015 presents fairly the results of council's performance in accordance with the **Local Government Act 1989** and the **Local Government (Planning and Reporting) Regulations 2014**.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.

John Phillips

Councillor

Dated: 23 September 2015



Belinda Coates

Councillor

Dated: 23 September 2015



Anthony Schinck

Chief Executive Officer

Dated: 23 September 2015





Victorian Auditor-General's Office

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Melbourne VIC 3000
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Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Councillors, City of Ballarat

The Performance Statement

The accompanying performance statement for the year ended 30 June 2015 of the City of Ballarat which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the City of Ballarat are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

Independent Auditor's Report (continued)

Independence

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

Auditor's Opinion

In my opinion, the performance statement of the City of Ballarat in respect of the 30 June 2015 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
25 September 2015


Dr Peter Frost
Acting Auditor-General

8. REFERENCE

GLOSSARY

Term	Definition
Act	The <i>Local Government Act 1989</i>
Annual Report	A report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Appropriateness	Indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome
Asset	Property owned by the City
Australian Accounting Standards (AAS)	The accounting standards published by the Australian Accounting Standards Board
Best Value	The review of all services provided by Council to ensure they meet the quality and cost standards and the needs of the community. LGA s208A – s208G
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan
Capital Projects	Projects that result in the creation or improvement of an asset.
COB	City of Ballarat
Councillors	Elected representatives of Council who serve a four-year term
Council Funding Priorities	Council's key long-term projects for the municipality, many of which require funding to be secured from State and Federal Government and/or the Private Sector
Council Plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years
EFT	Full-time Equivalent Employment – 1 EFT is equivalent to one person working 38 hours per week
Financial Performance Indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a Council covering operating position, liquidity, obligations, stability and efficiency
Financial Statements	The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and statement of capital works, included in the annual report
Financial Year	The period of 12 months ending on 30 June each year
Governance	Administration of the City's compliance with the LGA
Indicator	What will be measured to assess performance
Infrastructure	Long-term assets / structures that provide services to the community
Initiatives	Actions that are one-off in nature and/or lead to improvements in service
Internal Audit	An independent appraisal function that examines and evaluates the City of Ballarat's financial, management and internal control systems
LGA	<i>Local Government Act 1989</i>
Local Laws	Those laws under the jurisdiction of the Council and enforced by City Staff and/or Victoria Police
Major Initiative	Significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	The Minister for Local Government

Term	Definition
Non-Capital Projects	A discretionary project that does not result in the creation of an asset
Ordinary Council Meeting	Regular scheduled Council Meetings held twice a month
Outcome	A result of actions focused on objectives
Performance Indicator	Indicators used to monitor the performance of the city in achieving its objectives in the 2013-2017 Council Plan
Performance Statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Portfolio	A specific area of responsibility allocated to each Councillor
Planning and Accountability Framework	The key statutory planning and reporting documents that are required to be prepared by Councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Principle Accounting Officer	The person designated by a Council to be responsible for the financial management of the Council
Regulations	<i>The Local Government (Planning and Reporting) Regulations 2014</i>
Relevance	Indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved
Report of Operations	A report containing a description of the operations of the Council during the financial year and included in the annual report
Services	Assistance, support, advice and other actions undertaken by a Council for the benefit of the local community
Service Outcome indicators	The prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Service Performance Indicators	A prescribed set of indicators measuring the effectiveness and efficiency of Council services covering appropriateness, quality, cost and service outcomes
Special Council Meeting	Those Council Meetings held for special purposes and in addition to the twice monthly ordinary Council Meetings
Strategic Directions	The four key areas that Council will focus on over a four-year period, as outlined in City Plan 2013-17
Strategic Resource Plan	A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan
Strategies	High level actions directed at achieving the strategic objective in the Council Plan
Sustainable Capacity Indicators	A prescribed set of indicators measuring whether Councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management
Ward	Defined electoral area to which a representative is elected as Councillor
Victorian Local Government Indicators	Results from the community Satisfaction survey conducted by the State Government
2013-2014 Annual Business Plan	The business plan the City will pursue over a 12-month period to achieve the objectives and strategies in the Council Plan

HOW TO CONTACT US

OUR OFFICES

Town Hall Office

Cnr Sturt & Armstrong Streets
Ballarat Central

T: 03 5320 5500

Monday - Friday
8.15am - 5pm

The Phoenix Building

25 Armstrong Street South
Ballarat Central

T: 03 5320 5500

Monday - Friday
8.15am - 5pm

Ballarat Works Depot

Cnr Sturt & Armstrong Streets
Ballarat Central

T: 03 5320 5500

Monday - Friday
8.15am - 5pm

Parks and Environment Office

Cnr Ring Road & Trewin Street
Wendouree

T: 03 5320 7401

Monday - Friday
7.15am - 4pm

Local Laws and Traffic Office

25 Armstrong Street South
Ballarat

T: 03 5320 5714

Monday - Friday
8.15am - 5pm

EMAIL

ballcity@ballarat.vic.gov.au

For customer requests please use Council's e-Services system

POST

City of Ballarat
PO Box 655 Ballarat
Victoria 3353

ONLINE

www.ballarat.vic.gov.au

WE ARE NRS-FRIENDLY

If you are deaf or have a hearing impairment or speech impairment you can contact us through the National Relay Service (www.relayservice.com.au):

- » TTY users phone 133 677 then ask for 03 5320 5500
 - » Speak and Listen users phone 1300 555 727 then ask for 03 5320 5500
 - » Internet relay users connect to the NRS www.iprelay.com.au/call/index.aspx then ask for 03 5320 5500
-

SOCIAL MEDIA AND NETWORKS



www.facebook.com/ballaracity



www.twitter.com/cityofballarat



www.instagram.com/cityofballarat



www.youtube.com/user/TheCityofBallarat

INVESTMENT ENQUIRIES

Economic Development Unit
03 5320 5579
economicdevelopment@ballarat.vic.gov.au

VISIT ENQUIRIES

www.visitballarat.com.au
1800 44 66 33

CITY OF
BALLARAT 
www.ballarat.vic.gov.au

