

CITY OF
BALLARAT



ANNUAL REPORT

2017-18





ABOUT THIS ANNUAL REPORT

The City of Ballarat has prepared this Annual Report in accordance with the requirements and guidelines of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* and acknowledges the legal responsibility to comply with the *Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*.

This report provides an account of the City of Ballarat's performance in the 2017–18 financial year against the Council Plan (the framework within which we deliver the everyday services, programs and projects for our community) and the Budget. It is designed to keep residents, businesses, employees, stakeholders and other state and federal government agencies up-to-date on our performance and our future direction.

This document includes the following in accordance with statutory requirements:

- Report of Operations: this includes highlights of the year, details about Council's governance, management and operations, and a report on our performance against the Council Plan and the Budget in the 2017–18 financial year.
- Financial Statements
- Performance Statement

How to get your copy and give feedback

Electronic copies are available on our website and hard copies are available on request from City of Ballarat Customer Service Centres. We welcome your feedback on this document. Details on how to contact us can be found on the back cover.

OUR MISSION

Working together we create a better future for our city.

What this means:

Working together – We are a conduit and are acting collaboratively to build strong relationships and alliances with those who support our belief.

Create – We bring into existence, generate, produce, initiate, develop and shape our city. **Better** – We are continually improving and becoming more desirable.

We are smart, one step ahead and exceeding as a city. **Future** – We achieve our vision with a long-term perspective. **City** – Our place, our community and our people.

OUR PURPOSE

We believe in making Ballarat a better place for all.

What this means:

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

Front cover image: Lake Wendouree Football Club members Melinda Sands, Sophie Molan, Robyn Fraser and Tahlia Meier at Mars Stadium, Ballarat. In April 2018, City of Ballarat Council adopted its Active Women and Girls Strategy to address barriers to female participation in sport and active recreation in Ballarat. Mars Stadium was officially opened in July 2017, following an extensive redevelopment program, with the first AFL match for premierships points played at the venue between the Western Bulldogs and Port Adelaide Power in August 2017.



We are pleased to present this Annual Report to our community. The 2017–18 Annual Report is the primary means of advising our community about the City of Ballarat’s operations and performance during the financial year.

The 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.

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OVERVIEW



BALLARAT A SNAPSHOT

City of Ballarat

City of Ballarat's population in 2017 was 105,328 (source: ABS 2018). This has grown by 1,921 new residents since the 2016 estimate of 103,407 residents. This represents continued strong population growth for Ballarat with a 1.9 per cent annual growth rate. This is a slight increase from the 1.8 per cent average annual growth that Ballarat experienced over the past 10 years. Population growth remains a key economic driver for our city.

(Source: ABS, Cat. No. 3218.0 Regional Population Growth, Australia, Estimated Resident Population)

Ballarat

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

The historical spelling 'Ballaarat' was used in the name of the former City of Ballaarat, which was amalgamated in 1994 with the Shire of Ballarat, Borough of Sebastopol, and parts of Shires of Bungaree, Buninyong, Grenville and Ripon, to form the current City of Ballarat.



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).

Locations within the Municipality of the City of Ballarat:

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

FAST FACTS 2017-18



60,000 +
people attended
White Night Ballarat 2018

18,129

Cycling Australia
Road Nats spectators

206,868 visitors

to Art Gallery of
Ballarat in 2017-18

407,170

visits to City of Ballarat
libraries up 11.3 per
cent on 2016-17



32,637

eBook downloads
up by 20.7 per cent
on 2016-17

1,600 hours of respite

provided to support
family carers looking
after their loved ones

1,610

children placed into
kindergartens via City
of Ballarat's central
enrolment program



45,000

meals delivered to
nutritionally at-risk
residents

1,138

residents participated
in Growing Older Well
in Ballarat consultation



15,500 hours

of social connections
support to decrease
isolation of older persons



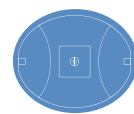
13,029

Maternal and Child
Health consultations

City of Ballarat
maintained:

**559 outdoor
artefacts**

(statues, memorials,
monuments, relics, art
pieces and plaques)



93 sports
grounds



325 parks
and reserves



97,297

street trees

1,024km
of sealed roads

392km
of unsealed roads



266

bus shelters



A MESSAGE FROM THE MAYOR

On behalf of my fellow Councillors, I am very pleased to present this Annual Report for 2017–18. This details our major initiatives over the last 12 months to deliver on Council Plan commitments to meet the needs of the Ballarat community. In that time, we have worked hard to deliver and progress a range of key projects and initiatives, and I am extremely proud of what we have been able to achieve.

A better future for our city

As we outlined in our Council Plan, this Council is committed to driving the projects, programs and investment that will create a better city for all Ballarat residents. As our city grows, we are working to support the economic drivers and jobs for our city now and into the future, and to ensure that our community continues to be a great place to live.

Highlights

- The continued growth of Ballarat as a centre of major regional events. The first AFL home and away match between the Western Bulldogs and Port Adelaide Power at Mars Stadium drew an impressive crowd of 11,000 people. The second installation of White Night built on the enormous success of the inaugural event, with more than 60,000 people wowed by the spectacular colour and movement on display. These recent additions added to an already strong and varied events calendar, with favourites like the Ballarat Winter Festival, Ballarat Begonia Festival and Cycling Australia Road Nationals continuing to draw people and business to our city.
- Delivery of our Lucas Community Hub, a key community facility in the heart of Ballarat's growth area.
- Delivery of Stage One of the Ballarat Link Road on time and on budget. Stage One provides ready access for high performance freight vehicles to the Ballarat West Employment Zone and links businesses and residents in Alfredton and Lucas to the Western Freeway.
- The completion of the Mars Stadium redevelopment, which enabled the first and subsequent AFL matches, an AFLW pre-season match, and which will continue to be a premium venue for local clubs and regional clubs.
- The adoption of our Active Women and Girls' Strategy, which gives us a framework to encourage greater female participation in sport and informal physical recreation in our community.
- Ongoing efforts to lobby for state and federal investment in key projects for our city.
- Ballarat continues to add around 2,000 people each year. While we have planned for this expansion in the Ballarat West Growth Area and Ballarat West Employment Zone, it is imperative we continue to lobby for our fair share of investment so that our community is supported with the necessary infrastructure to thrive.

Next steps

As we approach the forthcoming state election in November, and federal election in 2019, we will continue to lobby for the projects that are needed to support the next stage of Ballarat's growth.

I commend my fellow Councillors on their commitment to delivering the best outcomes for residents. I look forward to continuing to work with Councillors and our community to deliver a better future for our city.

**Mayor of Ballarat,
Cr Samantha McIntosh**

Challenges

- An ongoing challenge is to maintain the balance between our heritage and the other elements which make our city unique, and the demands of a growing and dynamic regional city.



A MESSAGE FROM THE CEO

It is with pleasure that I present this Annual Report, which reports on the performance of the organisation in 2017–18 against the Council Plan 2017–2021. The past year has presented us with no shortage of highlights and challenges.

Highlights

- Advocacy visits to Melbourne and Canberra in October 2017 and again to Canberra in June 2018 to help ensure our federal and state parliamentarians understand the key projects for Ballarat. Notably, those with whom we met were particularly impressed with the regional focus of our key initiatives and our partnership approach to lobbying for these projects with our neighbouring Central Highlands councils.
- Awarding \$41.5 million worth of contracts to Ballarat based businesses in 2017–18 to carry out a range of projects including construction of sporting infrastructure and road renewal. This amounts to more than 85 per cent of City of Ballarat's annual contract spend, and reflects our commitment to advancing Ballarat's economic position as the regional capital of western Victoria.
- Delivery of several major projects that help to improve liveability in our city, such as the Lucas Community Hub, with City of Ballarat Maternal and Child Health Services now operating from the hub alongside YMCA kindergarten rooms. Other significant projects to commence include construction of the Ballarat Sports And Events Centre in Wendouree and the redevelopment of the Sebastopol Library and Community Hub.

Challenges

- The state government's Fair Go Rates system, or rate cap, and cost shifting from other tiers of government continues to present challenges to our budget. The bottom line is that the rate cap makes it harder to renew our existing assets, now and in the years ahead. It also means the delivery of necessary new facilities for our growing municipality is increasingly reliant on external funding from state and federal government.
- As has been the case for municipalities across the country, changes to international recycling arrangements highlighted that waste management continues to be one of the key challenges for Ballarat. Since the conclusion of the 2017–18 reporting year, the City of Ballarat has signed a Memorandum of Understanding with Malaysian Resources Corporation Berhad (MRCB) to undertake a due diligence study for a Waste-to-Energy Facility in the Ballarat West Employment Zone.

Next steps

We will continue to review all facets of our operations to make sure that we're providing the best value to our residents. We will also redouble our advocacy efforts so that Ballarat

receives its fair share of federal and state funding, and so that the projects which are key to our city's future prosperity are supported.

During 2017–18, gender equality issues were the subject of significant community discussion. Within the City of Ballarat, implementing a Gender Equity Action Plan to promote gender equality across the organisation is a key priority.

Women comprise 60 per cent of our staff, yet many previously reported encountering a range of barriers in their workplace. Following staff feedback, we have worked hard during the past 12 months to develop a plan to address issues around inequality, and we look forward to this becoming part of who we are over the next year and beyond.

We want to build the City of Ballarat as a place where women and men are equally represented, valued and rewarded. We also recognise the important leadership role our organisation plays in the wider Ballarat community with regard to these issues.

**Chief Executive Officer,
Justine Linley**



PERFORMANCE HIGHLIGHTS

LIVEABILITY

Highlights

- 100 per cent accreditation in Aged Care quality audit.
- 1,138 residents participated in the Growing Older Well In Ballarat consultation.
- Support to 3,000 older residents to remain at home.
- Celebration of National Meals On Wheels Day by 500 residents and 140 volunteers.
- Opening of Lucas Community Hub and Bonshaw Early Learning Centre.
- Completion of Koorie Reflections Action Plan.
- Online Central Kindergarten registration starts.
- Completion of annual sports and recreational capital improvements program, delivering new and refurbished netball, cricket, football and multisport facilities.
- Active Women and Girls' Strategy adopted.
- Successful hosting of the first AFL Womens' and VFL Womens' matches at Mars Stadium.
- Hosting two Western Bulldogs AFL home and away matches and a pre-season match at Mars Stadium.
- Delivery of 'Rock the Block', youth led community event to over 1,200 people.
- Securing DHHS Engage! Funding for three more years.
- Record number of youth volunteers in Youth Council and FReeZA 2018.
- Membership to the Intercultural Cities network (first ICC in Australia).

- Securing government funding for Intercultural Employment Pathways Program (IEP) for three years.
- Finalised the Intercultural Strategic Plan 2018–2021.
- Launch of Koorie Engagement Action Group logo.
- Celebrated 10th anniversary of the Federal Apology to Australia's Stolen Generations.
- FReeZA Youth Program, 18 youth volunteers delivering 13 events attended by 3,328 people.
- Delivery of NAIDOC Week program; Launch of the "Because of Her, We Can!" Portrait and Story Telling Exhibition.
- Over 1,600 visits to home library customers.

Challenges

- Managing the increasing demands of resources across the municipality due to the rapid escalation in female participation in several sports.
- Impact of growing social need.
- Meeting state government KPIs and reporting requirements.
- Japanese Sister City exchanges. Limited resourcing has meant the cancellation of some programs.
- Managing and implementing the national changes to the design and delivery of Aged Care through the Commonwealth Home Support Program.

Next steps

- Implementation of 2018–19 Capital Infrastructure Program.
- Finalisation of the City of Ballarat Active Ballarat Strategic Plan.

- Implementation of the Active Women and Girls' Strategy.
- Endorsement of a City of Ballarat Skate and Youth Facilities Framework.
- Completion of upgrades at GIRRABANYA Integrated Children's Service, Mount Pleasant Kindergarten.
- Continued focus on social issues such as family violence and implementation of targeted initiatives, such as additional Maternal and Child Health home visits.
- Reopening of the refurbished Sebastopol Library, with more space and opening hours.
- Launch of the Ballarat Intercultural Strategic Plan 2018–21.
- Launch of the 2018–2021 Multicultural Ambassador Program.
- Delivery of the Intercultural Employment Program (IEP).
- Launch of the 2018–2020 Reconciliation Action Plan.
- Delivery of marketing and communications plan for Youth Development unit.
- Development of the Age-Friendly Communities Strategy.
- Consideration of Council's future role in relation to older residents.
- Development of community participation in the future directions framework for Growing Older Well In Ballarat strategy.



PROSPERITY

Highlights

- White Night was a resounding success with audience numbers increasing from 40,000 (in 2017) to 60,000 (in 2018).
- For the first time, Cycling Australia Road Nationals women's race was televised.
- The Art Gallery of Ballarat presented 22 exhibitions, 20 of which were self-curated.
- Curation of Romancing the Skull at Art Gallery of Ballarat. More than 150 artists, with over 200 works from more than 60 lenders.
- The Art Gallery of Ballarat presented Into Light, an exhibition of paintings from the Musée de la Chartreuse in Douai in northern France, supplemented by key borrowings from Australian collections.
- The Gallery said farewell to long-serving Director, Gordon Morrison and welcomed new Director, Louise Tegar.
- Commenced significant conservation works at Her Majesty's Theatre.
- Completed the delivery of the Arts and Culture Service Review and finalised the transition of the Eureka Centre to Council management.
- Continued coordination with major state government investments, including GovHub, Ballarat Station redevelopment and Mair Street upgrades.
- Significant progress towards the opening of the Civic Hall.
- Directly facilitated more than 500 new jobs in Ballarat.
- Managed an unprecedented number of international delegations and business contacts.

- Supporting the near-complete sale of land within Stage 1A and the commencement of sales in Stage 1B.
- Implementation of Cycling Action Plan, having secured \$9.3 million of funding from the TAC SSRIP program (VicRoads) for 12km of new separated bicycle trails.
- Major progress towards a Creative City Strategy and Master Plan for the Creative Precinct.
- Completion of 'Revitalising Main Road' initiative, including streetscape upgrades, major mural by artist Travis Price, installation of public art and outdoor dining structures.
- Advanced major planning partnership with the Victorian Planning Authority, partnering on major strategic planning initiatives to manage growth and change.
- Commenced major urban renewal projects in the Ballarat CBD (Bakery Hill), Gillies Street Saleyards site, Health, Knowledge and City Living Precinct and Wendouree Station Precinct.
- Further refined and embedded HUL approach into Strategic Planning processes.
- Progressing major community consultation phases for Miners Rest Township Plan, and completing township and local areas plans for Burrumbeet, Cardigan Village, Ballarat East and Brown Hill.
- Hosted over 150 economic delegates from across Australia at the National Economic Development Australia Annual Conference.

Challenges

- Maintain overall attendance numbers at White Night but increase percentage of tourism numbers and overnight stays.

- Maintain Winter Festival attendance but increase percentage of tourism numbers and overnight stays.
- Current Ballarat Heritage Weekend venues are at capacity. Larger venues and night time events to be scheduled to grow audience and tourism numbers.
- Increasing community expectations regarding the role of local government in delivering services, within a rate-capping environment.
- Unprecedented breadth and scale of strategic planning program.
- Finding the balance between planning for growth and maintaining the essence of Ballarat.

Next steps

- Completion of Creative City Strategy and Master Plan and securing funding for major investments in the precinct.
- Develop more tourism appeal in Winter Festival to increase visitor number and overnight stays.
- Planning scheme amendments to implement Township and Local Area Plans.
- Continue lobbying Minister for Tourism and Major Events for White Night to return in 2019.
- Develop night time events for Ballarat Heritage Weekend and activate Civic Hall as part of core programming.
- Produce a street art fact sheet and lobby to reduce red tape.
- Commencement of the Bakery Hill Masterplan Project.
- Completion of Civic Hall and Her Majesty's Restoration.

See also Major Capital Works expenditure

SUSTAINABILITY

Highlights

- Completion of Ballarat Link Road Stage One and opening of the road to Remembrance Drive (*pictured*).
- Bringing the Ballarat Animal Shelter back under City of Ballarat management.
- Delivery of the Mars Stadium surface to AFL standard, receiving excellent reviews from AFL and participating clubs.
- Adoption of new Domestic Animal Management Plan.
- Collaborating with Corangamite CMA in developing a Regional Flood Plan Management Strategy and working with CHW to deliver an Integrated Water Management Plan for the city.

Challenges

- Managing the town planning and engineering response to the accelerated growth across Ballarat West and broader Ballarat.
- Adoption of a Smarter Parking Plan for the CBD, inclusive of short term parking management for the northern CBD with major redevelopment of Mair Street, the GovHub development and Station Precinct, which will significantly impact on CBD parking in the short to medium term.
- Working to deliver a Waste-to-Energy Facility for Ballarat and Victoria.
- Progressing major flood mitigation exercises across the city.

Next steps

- Completion of the Integrated Transport Strategy for the city.
- Developing a funding model for a new Ballarat Animal Shelter to replace the ageing current facility.
- Delivery of Stage Two of Ballarat Link Road.
- Development of a Tree Management Action Plan to deliver on strategic direction for a 40 per cent tree canopy for Ballarat's public realm.
- Implementation of Ballarat connections – CBD Cycling Action Plan.
- Implementation of Smarter Parking Plan for broader Ballarat.





EVENT HIGHLIGHTS

The City of Ballarat delivered or supported the following major events and community events across the city in 2017–18.

July

- Ballarat Winter Festival
- NAIDOC Week
- Backspace Gallery - French Connection
- Unicorn Lane Gallery - Maggie Dannatt Drawings

August

- AFL - Western Bulldogs vs Port Adelaide Power
- Community Open Day
- Bull-Doggie-Do
- Sports Night
- Live Site

September

- Ballarat International Foto Biennale
- Ballarat AfterDark and AfterDark All Ages
- National Busking Championships
- Inagawa Speech Contest and student delegation
- Victorian NAIDOC Football and Netball Carnival (MARS Stadium)

October

- Big Burger Biannual
- Run Ballarat
- Romancing the Skull (Art Gallery of Ballarat)
- Unicorn Lane Gallery - Maddison Hoy Drawings

November

- Dia De Muertos (Day of the Dead) Festival
- Backspace Gallery - SKIPTICISM
- Regional Skateboard Finals
- Community Engagement with CoB Youth Services

December

- Eureka Day
- Ballarat Christmas Celebrations
- National Jazz Convention
- Unicorn Lane Gallery - Christine McFetridge Installations

January

- Cycling Australia Road National Championships
- Summer Sundays
- Australia Day Celebrations
- Red Hot Summer Tour
- Splash n Bounce

February

- Queen's Baton Relay (Commonwealth Games)
- 10th Anniversary of the Federal Apology to Stolen Generations
- Ballarat Backyard Tasters

March

- Ballarat Begonia Festival
- Harmony Fest and Rock the Block Youth festival (Cultural Diversity Week) *(pictured)*
- Intercultural Gala Dinner
- White Night Ballarat
- Australian National Busking Championships

April

- ANZAC Day Commemorative Services
- Backspace Gallery - Drawing Breath exhibition
- ContainART Mobile Gallery, Arthur Creative Prints, Lucas Community Hub
- Unicorn Lane Gallery exhibition- 1 Million Stars To End Violence

May

- Ballarat Heritage Weekend
- Plate Up Ballarat
- AFL – Western Bulldogs vs Gold Coast Suns
- Reconciliation Week

June

- See My Humanity Refugee Support Community Engagement Event
- Unicorn Lane- Alexandra Bell Drawings
- Refugee Week



AWARDS

Organisational awards

- The City of Ballarat Youth Council was a semi-finalist in the Victorian Government Group Achievement in the Community Award of the 2018 Victorian Young Achiever Awards.
- The City of Ballarat's Memory Atlas won Parks and Leisure Australia's Victorian Community Based Initiative of the Year Award in 2018.
- Right to the Night won the Innovation to Create More Liveable and Collaborative Communities category at the Australian Local Government Association Awards.
- Ballarat Aquatic and Lifestyle Centre swim teacher Karina Palmer won the 2018 AUSTSWIM Teacher of Infant and Preschool Aquatics Award and the 2018 Infant and Preschool Swim Teacher of the Year Award presented by Aquatics and Recreation Victoria (ARV).
- City of Ballarat and project partners won a VicHealth Health Promotion Award for *Water the Drink of Choice* promotion.
- City of Ballarat Sport and Active Living Unit won the AFL Victoria – Best Community Infrastructure Project Award for the redevelopment of Marty Busch Reserve, Sebastopol.

- The Art Gallery of Ballarat's major publication for the 'Romancing the Skull' exhibition won the Major Exhibition Catalogue award at the Museums Australasia Multimedia and Publication Design Awards. The 'Art Gallery of Ballarat: Stories from the Collection book' received a Highly Commended Award.
- Silver Standard Australasian Reporting Award for the City of Ballarat Annual Report 2016–17.
- City of Ballarat and project partners reached the Regional Achievement and Community Award semi-finals for Bigger Hearts - *Dementia Friendly Ballarat*.

Community awards

- Ballarat Heritage Awards 2018
- Ballarat Australia Day Awards 2018
- Ballarat Senior of the Year Awards 2017 (*pictured*)
- Ballarat Youth Awards 2017
- Ballarat Community Safety Awards 2017
- OAM Ballarat School Citizenship Awards 2017

The City of Ballarat congratulates all winners, finalists and nominees and thanks everyone who entered these awards. More information about the awards can be found at: ballarat.vic.gov.au



DESCRIPTION OF OPERATIONS

The City of Ballarat is responsible for the delivery of more than 80 services to residents of the municipality, including family and children's services, open space maintenance and delivery, youth services, waste management and community buildings, as well as internal matters including planning for appropriate development and ensuring accountability for Council's budget. This broad range of community services 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 2017–2021, and our budget 2017–18, and are reported on in this document. Refer to section 5, 'Our Performance' for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives set out in the Council Plan is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under the Victorian and Australian legislatures.

Economic factors

The introduction of rate capping has had a significant impact on City of Ballarat's revenue raising ability. Council has had to modify its long-term financial strategy from a rate increase of 5.5 per cent to a limit of two per cent. This has modified the long-term financial strategy of Council by reducing forecast revenue in excess of \$200 million over 10 years.

Major changes

- Statutory Planning moved from the Development and Planning Directorate to Infrastructure and Environment. The unit reports to the Executive Manager Development Facilitation. The change was aimed to develop systems and processes across the units to achieve more efficient and streamlined delivery of major developments, the

planning permit process, subdivision through certification and statement of compliance together with on-ground delivery.

- The Policy and Innovation directorate was renamed Innovation and Organisational Improvement. The renamed directorate took in the Human Resources unit, which (other than payroll) transferred from the Business Services directorate and was renamed People and Performance.

Major achievements

The major achievements of the 2017–18 financial year included:

- Completion of significant long-term infrastructure projects, such as Ballarat Link Road Stage One and Lucas Community Hub, along with significant progress on Civic Hall redevelopment and Ballarat Sports and Events Centre.
- The successful hosting of two AFL home and Away matches in Ballarat, plus AFL and AFLW pre-season fixtures at the redeveloped Mars Stadium.
- Awarding \$41.5 million worth of contracts to Ballarat based businesses in 2017–18 to carry out a range of projects including construction of sporting infrastructure and road renewal, more than 85 per cent of City of Ballarat's annual contract spend.

MAJOR CAPITAL WORKS EXPENDITURE

The City of Ballarat's Major Capital Works program during the 2017–18 financial year included the following:

Mars Stadium	Total cost
Council completed the delivery of the \$21.9 million Mars Stadium and hosted two AFL Premiership games, as well as one AFL and one AFLW pre-season games. The stadium also hosted BFL and CHFL grand finals and TAC Finals.	\$21.9 million
Ballarat Sports and Events Centre (pictured)	Total cost
Construction commenced on the \$24 million Ballarat Sports and Event Centre. The centre will boast eight multi-use indoor courts as well as spectator capacity for 3,000 on the show court. The project is supported through \$10 million from federal government, \$9 million from state government and \$5 million from council.	\$24 million
Civic Hall Site	Total cost
The design process was completed, and construction started on the restoration of the Civic Hall. The \$6.78 million project will see the hall returned to its former glory and brought up to current building standards.	\$6.78 million
Lucas Community Hub	Total cost
Council completed works on the Lucas Community Hub. The hub is now open with two kindergarten rooms run by the YMCA and Maternal Child Health rooms being utilised by Ballarat's youngest residents and their families. The community rooms are available for hire and are being utilised by a variety of community groups.	\$4.25 million
City Oval	Total cost
The project was constructed in 2017–18 with a complete oval renovation and lighting installation.	\$1.6 million
Sebastopol Library	Total cost
Construction works commenced for this project with the new library to open its doors in late 2018.	\$2.9 million



OUR COUNCIL



COUNCILLORS



CENTRAL WARD

Cr Samantha McIntosh (Mayor)

Elected: December 2008

0458 004 880

samanthamcintosh@ballarat.vic.gov.au



SOUTH WARD

Cr Des Hudson

Elected: March 2002

0409 865 093

deshudson@ballarat.vic.gov.au



NORTH WARD

Cr Daniel Moloney (Deputy Mayor)

Elected: October 2016

0418 165 503

danielmoloney@ballarat.vic.gov.au



CENTRAL WARD

Cr Mark Harris

Elected: October 2016

0409 930 928

markharris@ballarat.vic.gov.au



SOUTH WARD

Cr Jim Rinaldi

Elected: February 2015

0407 325 693

jimrinaldi@ballarat.vic.gov.au



NORTH WARD

Cr Amy Johnson

Elected: October 2012

0402 596 053

amyjohnson@ballarat.vic.gov.au



CENTRAL WARD

Cr Belinda Coates

Elected: October 2012

0417 456 513

belindacoates@ballarat.vic.gov.au



SOUTH WARD

Cr Ben Taylor

Elected: October 2016

0419 507 305

bentaylor@ballarat.vic.gov.au



NORTH WARD

Cr Grant Tillett

Elected: October 2016

0417 256 671

granttillett@ballarat.vic.gov.au

THE ROLE OF LOCAL GOVERNMENT

Local government is one of the three tiers of democratically-elected government in Australia and operates under the *Local Government Act 1989*, which specifies Council powers, duties and functions. The City of Ballarat is one of 79 Councils in Victoria. Each municipality varies in size, population, rate base and resources. Councils plan and deliver services to meet the needs of their communities, specifically in the areas of health, planning and building control, business and economic development, waste and environmental management, and human and community services. They are responsible for implementing programs, policies and regulations set by the Victorian and Australian governments, managing community infrastructure and assets, and managing local issues with the power to set their own regulations and by-laws.

City of Ballarat portfolio structure

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

PORTFOLIO		
Infrastructure and Environment SUSTAINABILITY	Community Development LIVEABILITY	Development and Planning PROSPERITY
LEADERSHIP - PORTFOLIO TEAM		
<ul style="list-style-type: none"> • Cr Mark Harris • Cr Ben Taylor • Cr Grant Tillett Supported by Organisational Directors	<ul style="list-style-type: none"> • Cr Belinda Coates • Cr Des Hudson • Cr Amy Johnson Supported by Organisational Directors	<ul style="list-style-type: none"> • Cr Samantha McIntosh (Mayor) • Cr Daniel Moloney (Deputy Mayor) • Cr Jim Rinaldi Supported by Organisational Directors
STRATEGY - VISION		
Ballarat is a well-planned city that provides accessible, connected and safe urban areas and facilities, supports diverse housing and active transport options, and uses resources sustainably, while adapting to changes in climate.	Ballarat is a safe and well-serviced city that provides equal access to opportunities for its citizens at all stages of life, has connected communities that participate actively in civic life and offers diverse and accessible recreation, leisure and sporting opportunities that encourage healthy lifestyles.	Ballarat has a prosperous, growing economy that attracts and retains innovative businesses and enterprises which employ a highly-skilled local workforce, attracts new residents and promotes the city's unique heritage and vibrant cultural life.
DELIVERY - ACTION		
City presentation including greening the city; improved water and waste management; planning for growth; protecting Ballarat's heritage; pursuing key transport strategies.	Upgraded kindergartens; development of a youth precinct; adoption of a new recreation and aquatics strategy; adoption of a new Early Years' Plan; establishment of a welcome desk at the community hub at the library; development of a background document for social housing; development of neighbourhood plans.	Ballarat West Employment Zone; strategic arts and heritage framework; destination for tourism and events; major projects; destination for visitation; liveability and investment; economic development; sector development and facilitation.

Managing our business

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

GOVERNANCE



Special committees

The *Local Government Act 1989* allows Councils to establish special committees with representation by Councillors, City of Ballarat staff and community members.

Committee	Councillors	Officers	Others	Purpose
Ballarat Friends of Ainaro Community Special Committee	1	1	6	Auspice, promote and strengthen the relationship between Ballarat and Ainaro.
Community Impact Special Committee	3	1	4	Oversee the disbursement of funds to target community needs and implement the structure and probity around the management of funds the City of Ballarat provides to the community in the form of grants.
Contracts Approval Special Committee	3	0	0	Make decisions on City of Ballarat contracts between \$250,000 and \$1 million, thereby expediting the contract approval process.
Her Majesty's Theatre Board Special Committee	1	1	8	Provide strategic direction with regard to Her Majesty's Theatre, provide industry advice on the performing arts, and set priorities for activities that will enhance Ballarat as a place for the performing arts.
Invermay Recreation Reserve Special Committee	1	1	7	Determine the use and undertake the day-to-day management of the reserve.

Advisory and non-advisory committees, groups and organisations

A full list of these can be found in Appendix 1.

Advisory committees, non-advisory committees, groups and organisations and committees established under other Acts.

Councillor allowances

In accordance with Section 74 of the *Local Government Act 1989*, Councillors are entitled to receive an allowance while performing their duties as a Councillor. The Mayor is entitled to receive a higher allowance. The state government sets the upper and lower limits for allowances.

Councillor Allowances for 2017-18	
Cr Samantha McIntosh	\$104,881.81
Cr Mark Harris	\$32,836.25
Cr Belinda Coates	\$32,836.25
Cr Des Hudson	\$32,836.25
Cr Jim Rinaldi	\$32,836.25
Cr Ben Taylor	\$32,836.25
Cr Amy Johnson	\$32,836.25
Cr Daniel Moloney	\$32,836.25
Cr Grant Tillett	\$32,836.25

COUNCILLOR EXPENSES

The City of Ballarat reimburses Councillors for expenses incurred while performing their duties. In addition to the payment of an allowance, the *Local Government Act 1989* requires that the Mayor and Councillors be reimbursed for expenses, including travel, conference and training, telephone and ICT. The following table of expenses is provided in accordance with *Local Government (Planning and Reporting) Regulations 2014* and the City of Ballarat Councillor Expenses Entitlement Policy.

Councillor reimbursements 2017-18

Councillor	Travel Expenses	Car Mileage	Childcare	Information and Communication	Conference and Training
Cr Samantha McIntosh	16,836.95	0	0	1,334.59	6,287.45
Cr Daniel Moloney	304.52	0	0	1,100.10	1,832.95
Cr Belinda Coates	1,360.48	0	0	1,063.87	1,419.64
Cr Mark Harris	0	0	0	1,032.55	500
Cr Des Hudson	336.36	3,575.22	0	1,164.19	0
Cr Amy Johnson	1400.18	0	0	1,081.57	1422.91
Cr Jim Rinaldi	0	2,329.14	0	1,118.02	2,404.55
Cr Ben Taylor	0	0	0	1,063.94	7,744.46
Cr Grant Tillett	0	0	0	1,063.79	0

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

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

Information and Communication includes the costs of purchase and network charges of telecommunication and technology provided to Councillors, which may include mobile telephone, laptop and tablet. Network charges may vary from each Councillor dependent on their usage.

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

Conference and Training includes the costs for attendance at accredited and non-accredited training run by training providers, peak bodies and related organisations and groups, courses, seminars, conferences and similar events, professional development, memberships and materials. All conferences and training must relate to the role and duties of Councillor.

SERVICE PERFORMANCE INDICATORS

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

GOVERNANCE - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Transparency G1 - Council decisions made at meetings 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, 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	4.67%	12.85%	15.90%	16.38%	Since mid 2016FY, the increase in resolutions made at meetings closed to the public is due to more contracts requiring approval by council.
Consultation and engagement G2 - Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	49.00	53.80	58.00	58.90	

GOVERNANCE - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Attendance G3 - Councillor attendance at Council meetings [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	90.87%	94.02%	93.43%	94.22%	
Service cost G4 - Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$39,294.78	\$43,080.76	\$39,040.41	\$47,168.52	The majority of the cost increase is due to the increase of councillor remuneration, which is set by the State Government each year and Council is required to implement these increases.
Satisfaction G5 - Satisfaction with Council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	47.00	51.00	57.00	55.00	This continues to be a positive result within acceptable tolerances that is underpinned by Council's ongoing commitment to consultation and engagement. Some specific examples of the community's perceptions of poor performance focus on the Civic Hall and infrastructure decisions.

MANAGEMENT

Audit Advisory Committee

The Audit Advisory Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities in relation to accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment. This committee meets five times a year. Recommendations from each meeting are reported to and considered by Council.

Committee members

- Mr Michael Porter (Chair from 11/9/17)
- Mr Rex Carland (Chair till 10/9/17)
- Mr Shane Bicknell
- Mr Noel Perry
- Mayor of the Day: Councillor Samantha McIntosh
- Two Councillors: Cr Grant Tillett and Cr Belinda Coates

Internal audit

The City of Ballarat's internal audit function provides independent and objective assurance the appropriate processes and controls are in place across the organisation. This function is resourced by an external provider, Pitcher Partners. A risk-based three-year Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas. The Internal Audit Plan (IAP) is reviewed and adopted by the Audit Committee and Council on a yearly basis.

The internal auditor attends each Audit Committee meeting to report on the status of the IAP, provide an update on the implementation of audit recommendations, and present findings of completed reviews. The responsible director and manager for each area reviewed are required to attend the Audit Committee meeting to respond to questions in relation to the review. Recommendations are assigned to the responsible director/manager and tracked in Council's performance management system.

Internal Audit Plan 2017-18

The following reviews were conducted, and all reports completed.

- Landfill Management
- Project Management
- Payroll
- Fraud and Corruption Framework

External audit

Council is externally audited by the Victorian Auditor General. For the 2017-18 financial year, the annual external audit of City of Ballarat's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend a number of Audit Committee meetings during the year to present the Annual Financial Statements and Performance Statement. The external audit management letter and responses are also provided to the Audit Committee.

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and Management item	Assessment
Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest).	Current policy in operation 13/04/2016.
Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community).	Current guidelines in operation 31/07/2016.
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years).	Plan adopted in accordance with section 126 of the Act 27/06/2018.
Annual budget (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 adopted in accordance with section 130 of the Act 27/06/2018.
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).	Current plans in operation Council is currently undertaking a review of the asset management plans which will form the basis of the new plans. The expected completion date is in late 2018.
Rating Strategy (strategy setting out the rating structure of Council to levy rates and charges).	Current strategy in operation 27/06/2018.
Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations).	Current policy in operation 30/07/2013. This policy is currently in a draft format awaiting adoption with expected completion by October 2018.
Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud).	Current policy in operation 25/08/2014. This policy is currently in a draft format awaiting adoption with expected completion by October 2018.
Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery).	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> 22/06/2016.
Procurement Policy (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).	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> 2/05/2018.
Business Continuity Plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster).	Current plan in operation 1/12/2013. Council is currently undertaking a business services review that will capture current business risks associated with delivery of services. This will be used as the basis for prioritising the BCP plans. The expected completion date will be in October 2018. Two of three plans completed.
Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster).	Current plan in operation ICT Disaster Recovery Plan 28/11/2014 Crisis Risk Management 12/11/2012. This plan is to go under review with the expected completion date of October 2018.
Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations).	Current framework in operation 28/02/2011. This framework is currently in a draft format awaiting adoption with expected completion by October 2018.
Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements).	Committee established in accordance with section 139 of the Act 2/05/2018.

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and Management item	Assessment
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls).	Internal auditor engaged 1/07/2016.
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act).	Current framework in operation 31/05/2018.
Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year).	Current report 16/03/2018.
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 2016–2017. FY Financial statements as part of the annual report presented on the 13/09/17, 1st Qtrly Report on the 08/11/2017, 2nd Qtrly Report on the 21/02/18, 3rd Qtrly Report on the 16/5/18.
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. Taken to Audit Committee on the following dates: 6/09/17, 29/11/17, 21/02/18, 20/06/18.
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).	Reports prepared and presented. 2016–2017 FY performance statements as part of the annual report presented on the 13/09/17, 1st Qtrly Report on the 08/11/2017, 2nd Qtrly Report on the 21/02/18, 3rd Qtrly Report on the 16/5/18.
Annual Report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements).	Annual Report considered at a meeting of Council in accordance with section 134 of the Act 25/10/2017.
Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors).	Code of conduct reviewed in accordance with section 76C of the Act 25/01/2017.
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: C4 Special Committee Delegations 23/08/17, S6 Delegation - Councillors to Council Staff 23/05/18 and S7 Delegation - CEO to Council Staff 14/06/2018.
Meeting procedures (a local law governing the conduct of meetings of Council and special committees).	Meeting Procedures Local Law made in accordance with section 91(1) of the Act 22/08/2012 This local law is currently in a draft format awaiting review.

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



Justine Linley
Chief Executive Officer
Dated: 26 September 2018



Cr Samantha McIntosh
Mayor
Dated: 26 September 2018

STATUTORY INFORMATION

The following information is provided with legislative and other requirements applying to Council.

Documents available for public inspection

In accordance with regulation 12 of the *Local Government (General) Regulations 2015* the following documents are made available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at The Phoenix Customer Service Centre, 25 Armstrong Street South, Ballarat:

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

Contracts

During the 2017–18 financial year Council did not enter into any contracts valued at \$150,000 or more for services, or \$200,000 or more for works of a kind as specified in section 186 (5)(a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services, or \$200,000 or more for works without engaging in a competitive process.

Disability Access and Inclusion Plan

In accordance with Section 38 of the *Disability Act 2006*, Council has adopted a *Disability Access and Inclusion Plan 2015–17*. Council is currently working on a new plan from 2018 onwards.

The following actions were implemented in the 2017–18 financial year:

- Consultation with the Disability Advisory Committee, who engaged with the wider community.
- Commenced work on the 2018–21 plan.

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. No such Ministerial Directions were received by Council in the 2017–18 financial year.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994* and following an extensive internal and external stakeholder review and public consultation process, City of Ballarat introduced a new *Domestic Animal Management Plan 2017–21* in September 2017.

The following actions were implemented in the 2017–18 financial year:

- Initiate works towards a new regional animal shelter facility: In the run-up to the 2018 Victorian State Election, City of Ballarat has lobbied all sides of state politics for \$13 million in funding for a new regional animal shelter and worked to build community support for the project through social and traditional media advocacy.
- Educate and assist the community / increase pet owners' knowledge of the principles of responsible pet ownership and enhance community safety and awareness: City of Ballarat commenced management of the Ballarat Animal Shelter in September 2017, which has provided opportunities to directly engage with and further educate community members about responsible pet ownership.
- Decrease dog attacks in community: promoting the principles of responsible pet ownership through traditional engagement with traditional media and social media messaging.

Road Management Act Ministerial Direction

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

Protected disclosure procedures

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. In accordance with Section 69 Council must publish information about how to access the procedures established by the Council under Part 9 of that Act as well as certain information about the number and types of protected disclosures complaints investigated. Procedures on how to make a disclosure are available on council’s website at ballarat.vic.gov.au/ac/protected-disclosure.aspx

The City of Ballarat has adopted the Independent Broad-Based Anti-Corruption commission (IBAC) guidelines for handling protected disclosures that were updated in December 2016. A total of three disclosures were made to Council officers appointed to receive disclosures or to IBAC in the 2017-18 financial year.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is considered a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. Council does not currently have any infrastructure contributions plans. The Ballarat West Development Contribution Plan is our only development contribution plan in operation in the 2017–18 financial year and is disclosed below.

Ballarat West Development Contribution Plan

Table 1: Total DCP Levies Received 2017–28

DCP Name and Year Approved	Levies Received in 2017–2018 Financial Year (\$)*
Ballarat West (2014)	\$78,300.00
TOTAL	\$78,300.00

Table 2: DCP Land, Works, Services or Facilities accepted as Works in Kind 2017–18

DCP Name and Year Approved	Project ID	Project Description	Item Purpose	Project Value (\$)
Ballarat West (2014)	DI_DR_AZ/CA	Construction of Drainage Scheme in sub-catchment AZ/CA (sub-precinct 1)	Construction of part drainage catchment AZ/CA pipe infrastructure Newmarque Estate	\$112,622.47
Ballarat West (2014)	DI_DR_CB/CF	Construction of Drainage Scheme in sub-catchment CB/CF (sub-precinct 1)	Construction of part drainage catchment CB/CF pipe infrastructure Ploughmans Arms Estate	\$473,209.68
Ballarat West (2014)	DI_DR_C/O	Construction of Drainage Scheme in sub-catchment C/O (sub-precinct 4)	Construction of part drainage catchment D/J RB3 & pipe infrastructure Winter Valley Rise & Michael Place Estates	\$425,630.00
Ballarat West (2014)	DI_DR_D/J	Construction of Drainage Scheme in sub-catchment D/J (sub-precinct 4)	Construction of part drainage catchment D/J RB2 & trunk infrastructure Ballymanus Estate	\$2,534,657.80
Ballarat West (2014)	DI_RD_04	New N-S Road (North) between Carngham Road and sub-precinct 4 southern boundary	Part construct N-S Road Champions Estate	\$532,391.31
Ballarat West (2014)	DI_JNC_02	Carngham Rd / New N-S Road (North) Roundabout	Part construct intersection works Champions Estate	\$303,146.67
Ballarat West (2014)	DI_RD_29	Ascot Gardens Drive and Webb Road	Part road construction Newmarque Estate	\$847,962.42
Ballarat West (2014)	DI_LA_RB1	Acquisition of land for Retarding Basin 1	Part Retarding Basin Land - extension of basin RB1	\$112,000.00
Ballarat West (2014)	DI_LA_15	Land for Ascot Gardens Drive Extension	Road reserve land for road construction - Newmarque Estate	\$267,750.00
Ballarat West (2014)	DI_LA_24	Land for new north south road in sub-precinct 4	Road reserve for construction new N-S Road - Champions Estate	\$257,073.00
TOTAL				\$5,866,443.35

Levies include DIL and CIL

Table 3: Total DCP Contributions received and expended to date (for DCPs approved after 1 June 2017)

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

Table 4: Land, Works, Services or Facilities delivered in 2017–18 from DCP Levies Collected

DCP Name and Year Approved	Project ID	DCP Name and Year Approved	DCP Fund Expended (\$)	Works-In-Kind Accepted (\$)	Council's Contribution (\$)	Other Contribution (\$)	Total Project Expenditure (\$)	Percentage of Item Delivered ***
Construction of Early Years Hub - Tait Street - community component (sub-precinct 1)	CI_CF_4	Ballarat West (2014)	\$100,000.00	\$0	\$225,656.58	\$1,600,000.00	\$1,925,656.58	100.00%
Construction of drainage scheme in sub-catchment AC/AT (sub-precinct 1)	DI_DR_AC/AT	Ballarat West (2014)	\$742,314.17	\$0	\$0	\$0	\$742,314.17	11.05%
Cherry Flat Road / Webb Road signalised intersection	DI_JNC_10	Ballarat West (2014)	\$623,857.16	\$0	\$1,246,564.92	\$0	\$1,870,422.08	86.88%
Land for Ascot Gardens Drive extension	DI_LA_15	Ballarat West (2014)	\$2,362.50	\$0	\$0	\$0	\$2,362.50	0.86%
Construction of AOS Reserve - NAC (sub-precinct 4)	DI_OS_5	Ballarat West (2014)	\$15,000.00	\$0	\$0	\$0	\$15,000.00	0.36%
Cherry Flat Road upgrade - Glenelg Highway to Webb Road	DI_RD_19	Ballarat West (2014)	\$0	\$0	\$1,049,570.74	\$0	\$1,049,570.74	100.00%
TOTAL			\$1,483,533.83		\$2,521,792.24	\$1,600,000.00	\$5,605,326.07	

*** Percentage of Item Delivered calculated as Expenditure over Total Project Costs



OUR ORGANISATION

EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our organisational structure is designed to support the delivery of the goals as set out in the Council Plan 2017–21



JUSTINE LINLEY

Chief Executive Officer

BUSINESS SERVICES

**DEVELOPMENT
AND PLANNING**

**INFRASTRUCTURE
AND ENVIRONMENT**

**COMMUNITY
DEVELOPMENT**

**INNOVATION AND
ORGANISATIONAL
IMPROVEMENT**



GLENN KALLIO

Director
Business Services

BUSINESS SERVICES

**Safety, Risk and
Compliance**

- mySafety
- Risk and Insurance
- Compliance
- Council Meeting Management

Information Services

- ICT
- Records

Payroll

- Payroll

Accounting Services

- Financial Services
- Accounts Receivable
- Accounts Payable

**Revenue and
Procurement Services**

- Procurement
- Revenue

Fleet Management

- Heavy Plant and Equipment
- Light Fleet



ANGELIQUE LUSH

Director
Development and Planning

**DEVELOPMENT
AND PLANNING**

Economic Partnerships

- Economic Development
- Strategic Planning
- Places and Renewal

Major Projects

- Major Projects
- Grants

Events and the Arts

- Events
- Arts and Culture
- Visitor Economy
- Her Majesty's Theatre
- Eureka Centre

Art Gallery of Ballarat

- Art Gallery Operations

EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our organisational structure is designed to support the delivery of the goals as set out in the Council Plan 2017–21



TERRY DEMEO

Director
Infrastructure and Environment

INFRASTRUCTURE AND ENVIRONMENT

Infrastructure

- Asset Management
- Survey and Design
- Infrastructure Delivery
- Construction
- Place Naming
- Link Road

Development Facilitation

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

Operations and Environment

- Parks and Gardens
- Road Maintenance
- Environmental Services

Property and Facilities Management

- Property Management
- Facilities Management

Regulatory Services

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



NEVILLE IVEY

Director
Community Development

COMMUNITY DEVELOPMENT

Learning and Community Hubs

- Cultural Diversity
- Library Services
- Youth Development

Family and Children's Services

- Services for Children and Family
- Early Childhood Partnerships
- Maternal and Child Health Services
- Immunisation

Active Aging

- Community and Home Support
- Meals on Wheels

Engaged Communities

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

Sport and Active Living

- Ballarat Aquatic and Lifestyle Centre
- Outdoor Pools
- Soccer Facility
- Sport and Recreation



CAMERON GRAY

Director
Innovation and Organisational Improvement

INNOVATION AND ORGANISATIONAL IMPROVEMENT

- Advocacy and Lobbying
- Council Plan

People and Performance

- Recruitment
- Organisational Development
- Human Resources

Business Improvement

- Business and Service Improvement

Communications and Marketing

- Communications
- Marketing

Civic Support

- Office of the Mayor and CEO
- Civic Events
- Councillor Support

Hall Keepers

- Ballarat Town Hall

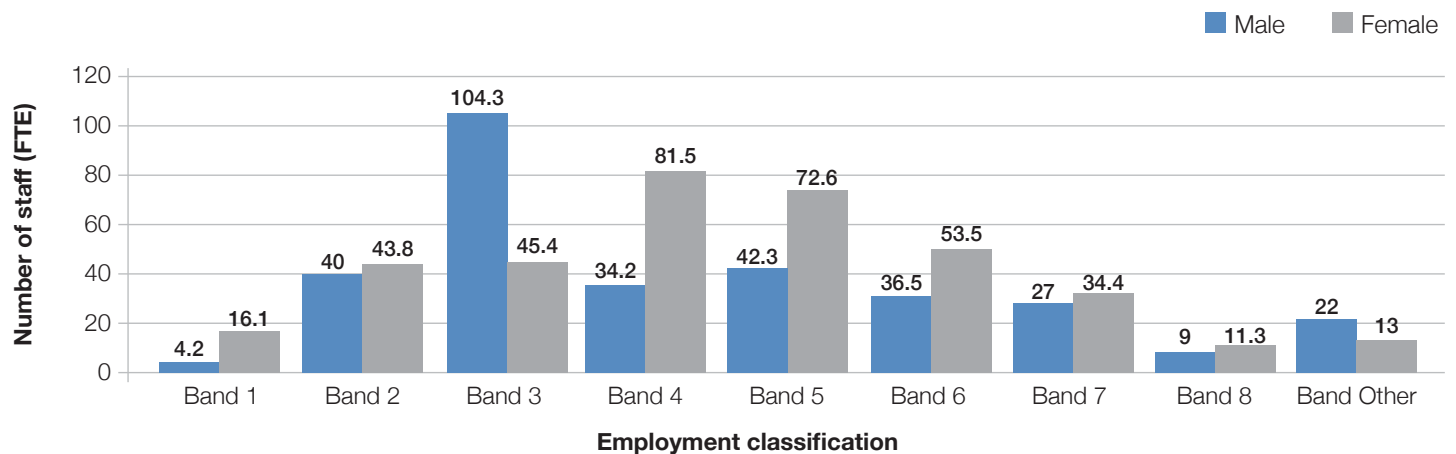
STAFF PROFILE

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

Employee Type/Gender	Innovation and Organisational Improvement		Business Services		Infrastructure and Environment		Community Development		Development and Planning		Total	Total FTE
	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE		
Permanent FT-F	16	16	18	18	38	38	63	63	33	33	168	168
Permanent FT-M	10	10	24	24	194	194	25	25	24	24	277	277
Permanent PT-F	4	2.9	13	9.7	67	23.7	190	124.6	14	12.5	288	173.4
Permanent PT-M	0	0	1	0.5	13	5.6	26	15.6	4	3.4	44	25.1
Casual - F	7	2.8	0	0	7	3.9	82	18	13	5.5	109	30.2
Casual - M	1	0.1	0	0	9	5.3	35	8.9	9	3.1	54	17.4
Total											940	691.1

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

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



EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Council's Equal Employment Opportunity Program aims to ensure there is no discrimination relating to the characteristics listed under the *Victorian Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from discrimination, bullying and harassment.

Indicators that measure the effectiveness of the program and the results for the 2017–2018 year:

- Indicator: Percentage of new employees receiving equal opportunity training within six months of commencement. Target: 100%. Result: 50%
- Indicator: Percentage of existing employees receiving refresher equal opportunity learning regularly. Target: 100%. Result: 58%. E-learning module has been implemented and will be further promoted to ensure refresher training is to be carried out across the organisation in first half of 2019.

- Indicator: Number of contact officers per number of Council employees. Target: 1:50. Result: 1:66
- The indicators are monitored on an ongoing basis by Council's People and Performance team who regularly promote employee and management awareness, consider relevant issues and contribute to resolution and advice. Council's assessment of the achievement of the program's objectives are that there were no breaches of the *Victorian Equal Opportunity Act 2010*.
- The actions taken to implement the program in 2017–2018 included providing equal opportunity awareness sessions for all new employees; rollout of the online learning module and face-to-face sessions to increase awareness for all staff and managers to ensure they are fully aware of their responsibilities in maintaining a workplace free of bullying and harassment. This continues to be a focus in 2018–2019 with the balance of staff completing the refresher and an increased focus on ensuring compliance to induction requirements for new employees.



OUR PERFORMANCE

LIVEABILITY

Improve our community's quality of life

What this means

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

STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2017–18 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Actual measure	Target	Result 2017-18	Comments
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Relative Socio-Economic Disadvantage (IRSD)	N/A	980	A low score means greater disadvantage, a high score means lesser disadvantage in general. A score of 980 in 2016 places Ballarat in the top 54% for LGAs nationally and top 36% in the state. The four SEIFA are reported following each Census every five years. The current figures are from the 2016 Census. The next SEIFA are due in 2022.
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)	N/A	965	Summarises the economic and social conditions of people and households. A low score means greater disadvantage and less advantage, a high score means greater advantage and less disadvantage in general. A score of 965 in 2016 places Ballarat in the top 55% for LGAs nationally and top 40% in the state. The current figures are from the 2016 Census. The next SEIFA are due in 2022.
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Education and Occupation (IEO)	N/A	986	Summarises the educational qualifications and skill levels of the workforce of communities. A low score means less education and occupational status, a high score means greater education and occupational status. A score of 986 in 2016 places Ballarat in the top 71% for LGAs nationally and top 56% in the state. The current figures are from the 2016 Census. The next SEIFA are due in 2022.
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Economic Resources (IER)	N/A	962	Summarises the income and wealth of communities. A low score means a lack of access to economic resources, a high score means greater access to economic resources. A score of 962 in 2016 places Ballarat in the top 31% for LGAs nationally and top 23% in the state.
Health and wellbeing outcomes from the Health and Wellbeing Plan	Participation rate for the Walk to School program	25%	29.20%	Each October schools in Ballarat are invited to participate in the VicHealth Walk to School program. Students record each day whether they walked, cycled or scooted to and/or from school. In 2017, 14 local primary schools participated, representing over 4,000 students. Generally around 15-20% of students walk to school on a regular basis, so a participation rate above this level shows an impact of the project.

Strategic indicator	Actual measure	Target	Result 2017-18	Comments
Health and wellbeing outcomes from the Health and Wellbeing Plan	Annual bike count	N/A	N/A	Council decided not to participate in the Super Tuesday counts in future as bike counters are being installed to monitor the bike routes included in the Bicycle Strategy. Data yet to be collected.
Health and wellbeing outcomes from the Health and Wellbeing Plan	Number of people participating in Active April	6,500	6,696	Free passes to the Ballarat Aquatic and Lifestyle Centre (BALC) are available to registered participants of Active April. Over 5,700 free visits were redeemed during the month of April 2018, which has gradually increased each year from 2,800 visits in 2015. More than 100 Active April participants became a member of the BALC following completion of the program.
Health and wellbeing outcomes from the Health and Wellbeing Plan	Number of alcohol and drug free community events	N/A	N/A	No measure of this indicator occurred in 2017-18. A framework for the measure and capturing event information is to be determined.
Health and wellbeing outcomes from the Health and Wellbeing Plan	Number of local organisations which are members of CoRE	80	97	<i>Communities of Respect and Equality (CoRE) 2016-2020</i> is a plan to prevent violence against women and their children in the Grampians region. The plan encourages organisations to sign onto the Grampians CoRE Alliance and take an active primary prevention approach, by targeting change at the population level, addressing the underlying gendered drivers and conditions in which violence occurs.
Achieving a 10% increase in the number of recreation groups and members using the City of Ballarat's recreational reserves	Number of participants using the City of Ballarat's recreational facilities	10% increase	N/A	No measurement of this element of the indicator occurred in 2017-18. Progress was made on a new reporting system to enable additional real time analysis of attendance and activity through the Ballarat Aquatic and Lifestyle Centre and other facilities.
An increase in consultation with children	Attendance by children in consultation events or programs	Four consultations with children per year	Achieved	Council departments continue to seek input from children, in particular via the Engaging Communities projects. Consultation was carried out with children aged 3-4 years at Lucas Kindergarten and with the local primary school children in Lucas, also Forest Street and Yuille Park primary schools in regards to the Wendouree West project. The Begonia Festival and the pop up Parent Place also provided an opportunity to ask children what they like about Ballarat.
Increasing accessibility to support by helping residents access Older Person National Pathways to Services	Delivery of information sessions and written materials to educate residents about accessing services	Deliver a general community newsletter and a minimum of one group meeting session each quarter.	Achieved	Community education provided through newsletters, information sessions at Senior Citizen Clubs and community groups and 1:1 assistance provided as needed. There has been a decrease in demand for information to access My Aged Care due to an increase in self confidence. Advertising on pathway access will continue quarterly to ensure residents' confidence and independence is maintained.
Achieving a 10% increase in attendance at aquatic facilities	Attendance levels at Ballarat aquatic facilities	10% increase	N/A	No measurement of this element of the indicator occurred in 2017-18. Progress was made on a new reporting system to enable additional real time analysis of attendance and activity through the Ballarat Aquatic and Lifestyle Centre and other facilities.
A 10% increase in community engagement by our older residents	Engagement of senior residents in social connections programs	10% increase	15% increase	Social connections programs redesigned following feedback through consultation which has resulted in a 15% increase in resident participation from previous year.

MAJOR INITIATIVES

Major initiatives	Progress in 2017-18
Refurbishment and upgrade of the Sebastopol Community Hub	Building works commenced in November 2017. Total project completion is expected late 2018 with a reopening scheduled for January 2019.
Delivering HarmonyFest 2018, with event partners, including inaugural Rock the Block event, and Intercultural Gala Dinner 2018	HarmonyFest 2018 was held over 10 days. Forty-two events were on offer for members of the public attracting a total of 12,700. 2018 saw the introduction of the first Rock the Block event which was enjoyed by 1,250 people and the second year of the Intercultural Gala Dinner attended by 400 people.
Redeveloping the Iris Ramsay Kindergarten and Mount Pleasant Kindergarten	Iris Ramsay Kindergarten completed. Mount Pleasant Kindergarten expected to be completed in 2018.
Constructing new early years facilities in growth areas in Ballarat's west - the Bonshaw Early Learning Centre and Lucas Community Hub	Completed.
Strengthen our city by making Ballarat a people and all age friendly city via improved access, participation, inclusion and respect based projects and programs	Growing Older Well In Ballarat consultation completed, feedback provided to internal partners (other divisions), inclusive social connections projects initiated.
Increase community participation through the implementation of the Social Infrastructure program	Extensive stakeholder participation completed in the project planning and scoping in the redevelopments of the Ballarat North Community Centre and the Brown Hill Hall.
Completed Lucas Community Hub, commenced works at Sebastopol Library and Community Hub, Brown Hill Community Hall and GIRRABANYA Integrated Community Hub	Lucas Community Hub completed and officially opened in April 2018. Maternal and Child Health, kindergarten, immunisation, playgroup and library services are operating from this facility. Construction underway for redevelopment of Sebastopol Library and Community Hub and GIRRABANYA Integrated Children's Centre.
Use community partnerships to create healthy and safe community places and open spaces for passive recreation	Extensive community and stakeholder engagement in relation to masterplans for the Wendouree Reserve, Mount Pleasant Reserve, M.R. Power Park and Vickers Street Health Precinct.
Completed open space physical activity hub at Mount Pleasant Reserve upgrades to Wendouree West Reserve	Launch of the revitalised Mount Pleasant Reserve took place in September 2018. Upgrades included relocation of play space, new play equipment, improved access, new BBQ and shelter, tree planting, additional seating and new park signage. Wendouree Reserve upgrades were launched in April 2018. Upgrades included new paths, seating, youth space, tree planting and CCTV.
To build capacity of our senior residents to keep participating in regular community life of their choosing	Social connections programs redesigned following feedback through consultation which has resulted in a 15 per cent increase in resident participation from previous year. More and creative options provided which are inclusive of all abilities, intergenerational and welcoming of all community. Support and education sessions provided to community to assist with independent navigation of the My Aged Care system.
Develop a learning city by delivering targeted programs and projects	The City of Ballarat Libraries offered 2,149 programs in total over the past year, which were attended by 26,852 people. Within this figure the most popular library programs are those offered for children in their early years, with 10,975 participants attending various storytimes, Baby Bounce and Little Languages sessions. Digital Literacy sessions were also well attended with a total of 1,249 programs delivered to 1,641 participants.
Improve community safety through initiatives such as urban design, public awareness and projects such as CCTV	Introduction of CCTV to Wendouree Reserve. Annual audit of CCTV system completed with Victoria Police and Bridge Mall Traders Association.
Create a new Municipal Health and Wellbeing Plan and implement key actions	Adopted by Council in October 2017.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets	Completion of a range of capital investments in sport and recreation facilities across the municipality as part of the core sporting infrastructure capital improvement program.

SERVICES

Services	Service description
Access and Inclusion	The City of Ballarat currently delivers programs in Rural Access and Deaf Access with funding from the Department of Health and Human Services. These programs seek to advocate for and support people with disabilities to fully participate in public life. The programs have played a key role in flagship access and inclusion projects such as the Inclusive Play Space at Victoria Park. A key component of the service delivery in this area relates to implementation of Council's Access and Inclusion Plan and coordination of Council's Disability Advisory Committee.
Regional Assessment Service (RAS)	RAS is a clinical service as part of the My Aged Care national system for older persons. RAS staff determine, in consultation with residents, what service provision they need, both internally and externally provided, to remain living at home and in the community safely and independently.
Best Start	Ballarat Best Start program is a fully funded program supported by the State Government Department of Education and Training. This program is a prevention and early intervention program that aims to improve the health, development, learning and wellbeing of all children living within Ballarat from conception to transition to school.
Childcare Centres	This service includes Girrabanya Children's Centre (long-day childcare and kindergarten), Wendouree Children's Service (long-day childcare), and Occasional Childcare.
Community Connections	The purpose of this activity is to support and encourage residents to continue to be involved in their community by providing a range of social activities and events that are inclusive of all abilities and interests. It is a pro-active strategy to decrease social isolation amongst our older residents.
Community Development	Community Development seeks to enhance opportunities for people to play an active role in community life and local decision-making. It also seeks to provide and facilitate key social and community-based initiatives that improve personal, physical and mental health of residents of all ages.
Community Safety	Community Safety provides leadership for the City of Ballarat in the areas of Health and Wellbeing, Social Policy and Community Safety. The team plays a representative role across the health and wellbeing sector working in partnership on a range of programs and initiatives. Key areas of this service include the analysis of data and evidence in program and policy formation, program scoping and bid writing, monitoring and evaluation of initiatives as well as the development and monitoring of Council's Municipal Public Health and Wellbeing Plan.
Cultural Diversity	Cultural Diversity supports diversity within the City of Ballarat and the community and provides direction for Council through a number of initiatives and programs including the implementation of the Intercultural City Strategic Plan 2017- 2021 and Reconciliation Action Plan, the Ballarat Multicultural Ambassador Program and supporting Ballarat Regional Settlement and Advocacy Committee and Council.
Customer Service	Customer Service seeks to assist community members, residents, ratepayers and visitors to engage with all City of Ballarat services. Customer Service provides a support service for all staff across the organisation through first point of external customer contact, including acting as a referral service to other organisations.
Emergency Management	Emergency Management provides support and recovery assistance to those affected by emergencies in the community. As part of the process, significant local risk management and emergency planning is undertaken in partnership with a number of emergency related organisations to ensure that Ballarat and surrounding communities are well prepared for an all-hazards approach to emergency management.
Family and Children's Services	Family and Children's Services is responsible for provision, delivery and coordination of universal and targeted services to families and children in the Ballarat community. The strategic framework for this program is outlined in the Municipal Early Years Plan with governance via working groups.
Family Day Care	Family Day Care is a Commonwealth Government approved childcare service. It is home-based care, with a ratio of one early childhood educator to four pre-school aged children, and up to seven children in total. It offers family care - that is, siblings are cared for together, and care for school-aged children until the end of primary school and beyond in special circumstances.
Fire Prevention	The Fire Prevention Team provides education, advice and prevention activities to better prepare the community. This service seeks to improve fire prevention across the city through awareness, education and the issuing of fire prevention notices. It also identifies City of Ballarat-managed land that may require fire mitigation works through fuel reduction burning or mechanical methods.
Food and Nutrition	The Meals On Wheels program provides nutritious quality prepared meals to residents who are nutritionally at risk due to health and general ageing issues. Meals are delivered daily with recipients having a wide daily menu to select from. It is more than a meal, it is a daily monitoring visit by a dedicated volunteer who provides the opportunity for a chat and time with another person in the day. Our community meal program, Bunch 4 Lunch, is also part of this program. The aim of B4L is to bring people together in their community to support people to keep connected over a meal in a café or other community setting.

Services	Service description
Grants (Community Impact Grants)	The City of Ballarat's grants program provides funding to community groups, businesses, event organisers and other stakeholders to deliver quality programs, events, products and services which are of a benefit to Ballarat and which bring a wide range of social, environmental and economic returns to the city.
In-Home Support Program	The Commonwealth Home Support Program is a multiactivity service for eligible residents 65 years and over funded through a contract with the federal government. The purpose of all activities is to keep older people safe and independent in their own homes and currently supports 1,875 residents.
Immunisation	Provision of government-funded whole-of-life immunisation program as outlined in National Immunisation Program (NIP) schedule. Vaccines are provided by Department of Health and Human Services and administered by the City of Ballarat. It also includes the contract provision of NIP immunisation service provision to Golden Plains Shire and of commercial work-site flu vaccination clinics to interested parties.
Library Services	There are three static public libraries located at Ballarat, Wendouree and Sebastopol. The City of Ballarat also provides library services to areas such as Delacombe, Miners Rest, Warrenheip, Learmonth and Ballarat East via two library outreach vehicles.
Major Sports Facilities	The City of Ballarat manages and operates a number of significant regional and state level sporting facilities. Each of these facilities provide both entertainment and participation benefits for the Ballarat community and the broader region. Each of the facilities is unique in its nature, however a number of programs that operate at Ballarat Aquatic and Lifestyle Centre are also provided through commercial operators.
Maternal and Child Health (MCH)	Maternal and Child Health nurses undertake comprehensive assessments to review children's health, growth and development. Additionally, the City of Ballarat provides an enhanced MCH service providing short term, flexible and intensive interventions where children 0-3 years are identified as 'at-risk' of adverse outcomes, and there is a presence of multiple family risk factors. The focus of the program is on strengthening parenting/carer capacity and improving family wellbeing outcomes.
Parent Place	Parent Place is a free drop-in centre for parents and carers. Located in the CBD, Parent Place has change and feeding facilities in a toy-filled, friendly environment. The team at Parent Place (run by an educator with support from an energetic and passionate group of volunteers) provide general support and information about a range of Family and Children's Services including childcare, kindergarten, playgroup, family day care, immunisation, Maternal and Child Health nurses and lactation consultant.
Positive Ageing	The Positive Ageing service continues to advocate for and support seniors in our community. Key current projects include the award-winning Memory Atlas project, work with seven Senior Citizens Centres, and planning for age-friendly spaces within place-based Masterplans. The City of Ballarat currently assists seven Senior Citizens Centres to operate across the city and meets with the Ballarat Seniors Citizens Association.
Social Research and Planning	This service researches and plans for Health and Wellbeing, Social Policy and Community Safety. This includes the analysis of data and evidence in program and policy formation, program scoping and bid writing, monitoring and evaluation of initiatives. Also see Community Safety.
Sport and Active Living Programs	Sport and Active Living oversee delivery of programs, develops policy and delivers capital projects in accordance with the Sport and Recreation policy. Key service areas include sporting and active living infrastructure planning and delivery, strategic planning and participation for sport and active participation, sporting club support, management of major sport events, such as AFL events, and oversight of sporting activities at Lake Wendouree.
Supported Playgroups	Supported Playgroups are funded through the State Government Department of Education and Training. The program aims to achieve improved outcomes to disadvantaged children to improve learning, development and wellbeing outcomes through improved parent-child interaction.
Youth Services	Youth Services deliver a range of programs supporting youth development, leadership opportunities, gender equity and safe behaviours.



SERVICE PERFORMANCE INDICATORS

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

LIBRARIES - Service performance indicators					
Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Utilisation LB1 - Library collection usage [Number of library collection item loans / Number of library collection items]	5.43	5.29	5.19	5.16	
Resource standard LB2 - Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	60.00%	64.80%	63.30%	63.50%	Ballarat library has 18,000+ items in its local history collection, whose significant size and age distort the % proportion of items purchased in the past 5 years. Collection management practices are leading to an ongoing improvement in the resource standard.
Service cost LB3 - Cost of library service [Direct cost of the library service / Number of visits]	\$6.61	\$7.72	\$8.13	\$7.34	The operational costs are generally increasing in regard to gas, electricity and freight. However, the steady increase in visits over the last FY are reflecting the increased diversity of services and programs offered at the library.
Participation LB4 - Active library members [Number of active library members / Municipal population] x100	18.00%	13.66%	12.92%	12.43%	From the 2016FY, the SIRSI Dynix system has upgraded its analytics system which has provided greater accuracy on the data in regards to active members. The older platform listed all members that have had any activity in the financial year. Whereas, from the 2016FY it allows us to narrow the list down to members who have borrowed a book in each financial year. From the 2016FY, We have then accessed the E-book providers and included them as they were not available for the 2015FY.





MATERNAL AND CHILD HEALTH (MCH) - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Satisfaction MC1 - Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	104.00%	102.66%	99.15%	98.45%	
Service standard MC2 - Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	100.00%	99.07%	101.63%	
Service cost MC3 - Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$79.30	\$78.75	\$84.99	\$88.99	
Participation MC4 - Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	78.00%	77.41%	78.30%	73.36%	The MCH Service has experienced significant service interruptions relating to current building and refurbishment projects. This has included relocation of staff and site closures with some client impact. In addition, some usual activities to increase MCH participation have been suspended due to lack of service options.
Participation MC5 - Participation in the MCH service by Aboriginal children [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	51.00%	60.96%	54.88%	55.43%	The lower percentage in the participation of Aboriginal children in the MCH service, is due to the fact that the Local Aboriginal co-operative runs a similar MCH service. They can access both services or choose either one of these services. We still by law receive every birth notification however, we have a lower intake of the MCH program due to some people choosing the local aboriginal co-operative MCH program only.



IMMUNISATIONS - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Satisfaction I1 - User satisfaction with immunisation service [User satisfaction with how council has performed on provision of children immunisation service]	0.00	94.44	0.00	0.00	
Service standard I2 - Vaccination of children by council [Percentage of children fully vaccinated by council]	51.68%	1.00%	49.52%	0.00%	The Government department in charge of the NIC5B Report which gives us the result for this indicator stopped producing the NIC5B report. It is expected that the government department will restart producing this report. At the time of producing the performance statement this report was not available.
Service standard I3 - Return of consent cards by secondary school children [Number of secondary school consent cards returned / Total number of secondary school children] x100	0.00%	85.58%	88.13%	88.76%	
Service cost I4 - Cost of immunisation service [Direct cost of immunisation service / Total number of vaccinations]	\$0.00	\$19.80	18.30	\$22.40	
Participation I5 - Vaccination of children [Percentage of children who are fully vaccinated in each age group]	0.00%	94.02%	96.32%	95.70%	
Participation I6 - Vaccination of secondary school children [Number of secondary school children fully vaccinated by council / Total number of secondary school children] x100	0.00%	75.16%	60.48%	83.26%	In the 2016FY and 2018FY there were catch-up vaccinations for Year 8, 9 and 10. This resulted in an extremely higher number of vaccinations issued and resulted in a greater vaccination rate. In 2017FY it was only year 7's, that required their usual vaccinations.



SPORTS GROUNDS - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Utilisation SG1 - Structured activities on sports fields [Number of structured activities / Total number of sports fields]	0.00	58.10	81.47	123.22	A new reporting system was introduced in January 2016 which allows the tracking of trainings and not only matches. This is the reason for the increasing trend as the system became fully utilised. In addition, with our increased investment to our grounds, clubs are able to utilise the grounds more often all year round. With the significant improvements and conditions of our grounds as well, there has been higher demand from state sporting associations to host major events and matches at our facilities, thus increasing the number of structured activities on sports fields.
Condition SG2 - Condition of sports fields [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	0.00	0.65	0.01	Due to the wet start to the 2017FY, there has been some grounds closed due to their condition. This was mainly the City Oval, which was under water and was unavailable for all structured activities. In addition, the start of 2017 saw some grounds which had to be closed due to hardness of the grounds and were unavailable for all structured activities.
Service cost SG3 - Cost of sports grounds [Direct cost of sports grounds / Total number of sports fields]	\$0.00	\$22,435.56	\$19,061.51	\$25,989.50	The 2017FY experienced a dip in costs due to some major sporting precincts going offline for capital work improvements, such as Mars Stadium which was upgraded to an AFL standard venue.
Availability SG4 - Population per sports field [Municipal population / Total number of sports fields]	0.00	1092.24	1106.00	1120.51	-

PROSPERITY

Advance our economic position as the capital of western Victoria

What this means

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

STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2017–18 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Actual measure	Target	Result 2017-18	Comments
Annual City of Ballarat Customer Satisfaction Survey results	Community survey “Service performance overall”	Improvement in community satisfaction with overall service performance.	72	Satisfaction with the Council’s overall performance is at a higher level in 2018 with an index score of 72.0 (out of 100). Those living in the South Ward were comparatively less satisfied with a score of 70.8 compared with the North Ward at 72.3 and the Central Ward at 73.2. Ballarat shows a substantially higher perception of overall Council performance when compared with other Victorian regional centres (57 out of 100 representing a low satisfaction level). The 2018 result for Ballarat represents a statistically significant increase compared with the 2017 score of 68.0 (out of 100).
Positive community and business feedback	Community survey “Perceptions of overall council performance changes over time”	80% of respondents regard Council’s overall performance as the same as or better than previous years	90%	Around 44% of Ballarat people felt that Council’s performance has improved over the last 12 months, a slight decrease on the previous year (46%), while more people thought performance levels were the same as last year (46%, up from 44%).
Improvement in planning permit key performance indicators	P80 days to decision on planning permit	80	82	Given the year’s resourcing issues and that the City of Ballarat sits 11 days below the rural average for days to determine, and 150 applications above the monthly intake, this result represents a satisfactory result for 2018 for the Statutory Planning Unit.
Meeting timelines, budget and quality measures	Satisfy Local Government Act requirements in regards to budget adoption, Council Plan, Annual Statement	All legislative requirements met	Achieved	The City of Ballarat has met all requirements of the <i>Local Government Act 1989</i> with regard to its budget, Council Plan and Annual Statement in 2017–18.
100 per cent delivery of programmed major and community events	All program community events delivered	100%	100%	Successful delivery of second White Night event attracting 60,000 people; Ballarat Begonia Festival, Ballarat Heritage Weekend, Cycling Australia Road National Championships, including first televised women’s road race, Ballarat Winter Festival, and Summer Sundays.
Gross Regional Product (GRP) shows positive growth that matches or exceeds growth across the state economy (Source: REMplan annual economic report)	Percentage growth in Ballarat’s Gross Regional Product estimate compared with percentage growth in Victoria’s Gross State Product estimate	Improvement in Ballarat’s rate of economic growth equal to or better than the state economy	N/A	A change in Australian Bureau of Statistics methodology has meant data for 2017–18 is unavailable and a comparison with previous years’ results is not possible at this time.

MAJOR INITIATIVES

Major initiatives	Progress in 2017-18
Developing an integrated Ballarat Health and Knowledge Precinct Masterplan that supports future development of the precinct	1:1 workshops held, draft master plan developed, community drop-in sessions planned for July and August 2018. Detailed technical analysis and community engagement has continued for the master plan, which is due for completion in the 2018-19 financial year.
Progress design and delivery of the Civic Hall project	Design finalised and construction contract awarded in 2017. Works on interior restoration of the main hall commenced 2018 and expected to be completed in 2018-19. Forward programming has commenced with community members expressing interest in use of this space.
Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs	Economic Development Unit has contributed to key strategic projects including, the scoping of Bakery Hill Master Plan, and contributing to the Ballarat Health and Knowledge Precinct Master Plan. Key initiatives undertaken include Get into Games, supporting business attraction to both BWEZ and Ballarat CBD. Support appointed saleyards operator to commence construction and prepare for relocation of operations from the Latrobe Street site by late 2018. Maintained investment facilitation through the City of Ballarat with leadership from the CEO. Supported businesses through a planning concierge process.
Generate CBD jobs	Successfully advocating for the Ballarat Station Precinct development and for 1,000 jobs at the GovHub precinct. Scoping and planning underway for Bakery Hill Masterplan and commencement of Creative City Strategy development. Support for businesses to facilitate business engagement in Mair Street upgrade. Continue to implement 'Making Ballarat Central: The CBD Strategy'.
Development and implementation of an Events, Arts and Culture Strategy (including film) and facilitate new regional and state significant events and festivals	Successful delivery of second White Night event attracting 60,000 people, Ballarat Begonia Festival, Ballarat Heritage Weekend, Cycling Australia Road National Championships, including first televised women's road race, Ballarat Winter Festival, and Summer Sundays. Commenced work on the Ballarat Creative City Strategy (Arts and Culture Strategy). Completed and commenced implementation of the 10-year Events Strategy. Support for 2017 Ballarat International Foto Biennale, funding and in-kind assistance for 2018 Biennale of Australian Art. Successful delivery of Romancing the Skull exhibition at the Art Gallery of Ballarat. Supported production of 'Ride Like A Girl' major feature film. Successful roll-out of the new Tourism Events Grants program.
Implement headline actions from the Ballarat Strategy	Secured \$9.3 million funding from state government for the Cycling Action Plan implementation and commenced delivery. Lake Wendouree Masterplan adopted by Council, including funding application for lighting around the lake. Commenced roll out of greening program to achieve 40% tree canopy across Ballarat.
Complete township plans for Miners Rest, Buninyong and Warrenheip	Miners Rest issues and options paper and community consultation completed, with draft plan due mid-2018. Buninyong community engagement on township plan commenced and support provided for the community visioning workshop.
Strengthen global partnerships and cultural relationships to create investment and job opportunities	City of Ballarat Economic Development Unit participated in UN Compact Cities program with RMIT. Ongoing international engagement with UNESCO and Historic Urban Landscape. Seven Chinese delegations hosted by City of Ballarat.
Adopt and deliver the Heritage Plan using the Historic Urban Landscape (HUL) approach including verandah restoration and upper level reuse projects	Heritage Plan completed and adopted by Council. Funding secured for A Hall restoration and research undertaken for verandah restoration project.
Apply for an integrated funding model through the federal government's City Deals and Smart Cities programs	Applied for Smart Cities funding. Monitored and maintained contact with program contacts to ensure Ballarat is well-placed to make an application.
Develop Ballarat as a leader in adaptive businesses capability, innovative manufacturing, arts and tourism	Worked with partner agencies to secure LaunchVic funding. Supported BILDS, RDV and AIG funding for manufacturing. Continue to work to deliver the Ballarat West Employment Zone Innovation Centre and Waste to Energy Facility. Continue to support Visit Ballarat through significant funding. Secured funding for Her Majesty's Theatre redevelopment and commenced works. Operation of Backspace Gallery and the Art Gallery of Ballarat. Supported the development of the branding framework, the visitor investment plan and tourism industry forums.
Develop Ballarat as a leader in digital transformation and ICT	Successfully hosted Get Into Games (GiG) as a platform for attracting the gaming industry, supported GovHack event, provided support to emerging gaming industries, and applied for Smart Cities funding.

SERVICES

Services	Service description
Arts and Culture	Arts and Culture supports community access to quality arts and cultural activities through facilitation and engagement programs. It includes operation of the Art Gallery of Ballarat, Backspace Gallery, Her Majesty's Theatre, Eureka Centre and Civic Hall as well as delivery of the Public Art Program.
Economic Development	Economic Development is focused on supporting existing businesses, attracting jobs and investment to Ballarat, and supporting a pro-business environment for Ballarat. To achieve the directive of the Council Plan, there is potential that this program may involve international travel.
Festivals and Events	Festivals and Events deliver and support a wide range of small and large civic, tourism, and community events and festivals. The events supported and delivered are selected based on the beneficial social outcomes that can be derived for the Ballarat community, as well as having a focus on the tourism and economic impact for the region. Events include ANZAC Day, Christmas, Australia Day, Summer Sundays, Ballarat Begonia Festival, White Night, Ballarat Winter Festival, and Ballarat Heritage Weekend.
Grants Attraction	Strategic Grants Attraction has a focus on securing more grants to support the delivery of the Council Plan (2017–2021). Principally the service works with many business units across the City of Ballarat to plan, prepare and submit funding bids.
Major Projects	Major Projects plan for, partner in and deliver projects that achieve a sustainable commercial and industrial development, as well as key infrastructure projects that provide a high quality of life for a growing population.
Strategic Planning, Urban Design, and Heritage	Strategic Planning manages the Ballarat Planning Scheme and undertakes strategic land use planning to support growth and prosperity in the municipality. Urban Design provides statutory referral services for statutory planning applications related to vegetation matters, open space planning, urban design, landscaping design, sustainable and active transport, and other related elements. Heritage provides statutory referral services for planning applications, coordinates the heritage grants program, provides advice to the community on heritage matters, advocates for restoration opportunities, coordinates Ballarat's international historic city collaboration and partnerships with UNESCO and the World League of Historical Cities and the implementation of the Heritage Plan.
Tourism	The City of Ballarat provides significant funding to support the Ballarat tourism industry, identified as an emerging sector in the Ballarat economy. This funding is provided to Visit Ballarat to deliver marketing, product development, industry development and research.



SUSTAINABILITY

To protect, maintain and enhance our built and natural assets

What this means

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

STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2017–18 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Actual measure	Target	Result 2017-18	Comments
Communities able to demonstrate increased resilience, awareness of risk and active participation in preventative planning as defined in the National Disaster Resilience Framework (Source: Australian Emergency Management Institute reports)	Perceptions of neighbourhood - people are willing to help each other	Improvement in perceptions	72.4%	Data was reported by the Australian Institute of Emergency Management which is no longer operational. In the next financial year City of Ballarat will seek out an alternative measure for this Strategic Indicator.
Reduction in waste sent to landfill per capita greater than the state average (Source: Sustainability Victoria Annual Reports www.sustainability.vic.gov.au)	Diversion rate of household kerbside waste from landfill	Achieve 70% diversion of waste to landfill by 2022	47.14%	City of Ballarat sought Building Better Regions funding in 2017–18 for construction of an All Waste Interchange at the Ballarat West Employment Zone to help further reduce waste to landfill.
95% of annual Infrastructure and Environment Capital Delivery Program completed	Percentage of annual Infrastructure and Environment Capital Delivery Program completed	95%	99%	The City completes a minimum 95% of its annual capital works program and 99% completion was achieved in the 2017–18 financial year.
Progress towards the 2025 targets of carbon neutrality and 100% renewables	Progress toward 2025 target of carbon neutrality of Council from 2017–18 level	100% carbon neutral	No data to report	A baseline for this indicator will be established in the City of Ballarat carbon strategy, which is on-track for completion late 2018.
Meeting timelines, budget and quality measures	Satisfy Local Government Act requirements in regards to budget adoption, Council Plan, Annual Statement	Satisfy all legislative and regulatory reporting requirements	Achieved	As per the <i>Local Government Act 1989</i> the City of Ballarat met timelines in regards to budget adoption, Council Plan, and Annual Statement.

MAJOR INITIATIVES

Major initiatives	Progress in 2017-18
Complete the Ballarat Link Road to the Glenelg Highway	Stage One (to Remembrance Drive) opened April 2018.
Complete the Ballarat Integrated Transport Action Plan	In progress.
Advocate for improvements and investments in sustainable transport including rail and electric vehicles	Major advocacy program undertaken and continuing across funding for Ballarat Link Road, Warrenheip Station, and ongoing contribution to the Ballarat Rail Line Action Committee.
Deliver integrated waste management	Sought Building Better Regions funding for an All Waste Interchange and undertook construction of Cell H at Smythesdale landfill.
Deliver the Ballarat Waste to Energy project	Background studies and lobbying undertaken to advance the Ballarat Waste to Energy Facility.
Deliver the Ballarat Integrated Water Management Plan	Project completed in partnership with Central Highlands Water as the first in Victoria.
Deliver the Renewable Energy Action Plan	Ongoing development of the Carbon Neutrality Plan.
Beautification of entrances and boulevards	Irrigation extension across Victoria Street and Sturt Street completed in 2017-18.
Deliver a sustainable approach to environmental management for Ballarat by working with community stakeholders, Central Victorian Greenhouse Alliance Action group, catchment management and landcare groups, Clean Ballarat and, Regional Sustainability Alliance Ballarat	Continued working relationship with these major community groups.
Develop and implement climate change adaption initiatives with targets for emissions reductions	Ongoing development of the Carbon Neutrality Plan.
Develop a state-of-the-art animal shelter facility for Ballarat and the region	Completed the transition of existing facility to City of Ballarat control. Developed the business case for a new regional facility and major advocacy for funding progressed.
Increase the level of government funding for maintaining core assets such as roads, bridges and drainage	Advocacy at both state and federal level for increased funding to this major suite of Council's assets.
Facilitate a sustainable outcome for the relocation of the Ballarat Agricultural and Pastoral Society (BAPS)	Progressed the project to a signed contract between BAPS and Federation University for a potential showgrounds site at Mount Rowan.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Initiatives out of the Integrated Water Management Plan have seen funding submissions for waterways enhancement projects.
Deliver enhanced flood protection for Ballarat	Funding achieved for Charlesworth Street flood mitigation works and completion of major flood studies across all urban waterways.

SERVICES

Services	Service description
Animal Control	Animal Management is a mandatory function of Council and is guided under the <i>Domestic Animals Act 1994</i> . This includes animal registrations, investigation of dog attacks and breeding establishments, management of off-leash areas and promotion of responsible pet ownership. This also includes the management of the Ballarat Animal Shelter.
Asset Management	Asset Management includes the maintenance of an Integrated Asset Management System and data registers, inspections of the City of Ballarat infrastructure assets, development and maintenance of asset management plans for the full suite of the City of Ballarat assets, including roads and associated infrastructure, drainage, facilities, open space, trees and ensuring the City of Ballarat has strategic asset management practices in place.
Ballarat Aerodrome	Ballarat Aerodrome is a significant aviation facility servicing western Victoria. The airport is an important infrastructure, economic and social asset to the City of Ballarat and currently accommodates a wide mix of beneficial activities including aviation businesses, recreational aviation uses, community hubs and emergency services operation.
Building and Facilities Management	Provide infrastructure management and maintenance across all classes of assets for the benefit of the community.
Building Control	Building Control is required to fulfil the City of Ballarat's statutory role under the <i>Building Act 1993</i> which includes investigating illegal building works, assessing applications for places of public entertainment permits, essential safety management and emergency management support as they relate to buildings.
Contract Supervision	The majority of the City of Ballarat's annual capital works program is delivered through an open public tender process. Contract Supervision leads the evaluation of tenders and the management of the contracts once they are awarded by Council. The team also delivers projects and programs under \$125,000 by seeking quotations from competent contractors.
Design and Survey	Design and Survey facilitate the delivery of the City of Ballarat annual capital works program for roads and drainage projects by providing survey and design services enabling the City of Ballarat to provide in-house construction plans and specifications for every individual capital project that is sent to open public tender.
Development Facilitation	Ensure timely and effective delivery of infrastructure to service future sustainable communities in Ballarat in line with policy and legislation, and administer planning permit referrals, subdivision construction plan checking, subdivisional construction supervision, and stormwater drainage issues.
Environmental Health	Environmental Health is a statutory function of Council, delivering permits and compliance for food safety, public health and wellbeing (noise and odour), environmental protection (asbestos, contaminated land), tobacco regulation, emergency management and domestic wastewater.
Infrastructure Construction	Most of the City of Ballarat's annual capital works program is delivered through an open public tender process. The balance of the program is delivered by the City of Ballarat's construction team, supplemented by highly competent contractors engaged through a preferred supplier process.
Parks and Environment	Provide horticultural maintenance to the city's open space reserves. The service is broken up into seven key functional areas - Botanical Gardens, sports grounds, arboriculture, city entrances, parks maintenance, and trails and waterways.
Parking Management	Parking Management ensures the safe movement of vehicles within the municipality and ensures that turnover of vehicles contributes to the vibrancy of the CBD. Parking management includes on-street compliance, reactionary compliance under the <i>Road Safety Act 1986</i> and more broadly the implementation of the CBD Car Parking Action Plan.
Property Management	To manage and maintain the City of Ballarat's property portfolio including commercial and community tenanted buildings, public reserves, the Ballarat Airport and associated buildings, and two City of Ballarat-owned caravan parks.
Regulatory Services	Regulatory Services aims to protect the amenity of the City of Ballarat amenity through education and enforcement of local laws and State Government legislation. Key service areas include local laws, planning enforcement, asset protection and permit administration.
Road Maintenance	Road Maintenance is responsible for maintenance of the roads and road infrastructure throughout the municipality.
School Crossings	School Crossing Supervision to both primary and secondary schools is provided under a shared costing arrangement with VicRoads. The service stems from community expectations around City of Ballarat's continued delivery, however is being reviewed by State Government given the costs to City of Ballarat.
Statutory Planning	Statutory Planning plays a key role in implementing the strategic land use direction set out in the Council Plan and Municipal Strategic Statement.
Traffic Management	The Traffic and Transport team provides and facilitates traffic management, road safety initiatives, local Area Traffic Management and public transport infrastructure planning and delivery. This includes identifying and applying for funding opportunities, particularly the federal Black Spot program to address eligible sites having recorded crash histories.
Waste	Includes transfer station, waste collection and management of the Smythesdale landfill.

SERVICE PERFORMANCE INDICATORS

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

ANIMAL MANAGEMENT - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Timeliness AM1 - Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	4.59	4.22	6.63	The increasing trend for 2018FY is mainly due to operator error and the requests not being actioned in pathway when completed. Council is currently undertaking a review to ensure that this is actioned when completed going forward.
Service standard AM2 - Animals reclaimed [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	36.90%	35.07%	37.92%	34.04%	In September 2018, the City resumed management of the Ballarat Animal Shelter from the RSPCA, which has resulted in more accurate recording of animals going in and out of the shelter. In addition, our opening hours are longer which has also seen an increase in reclaimed animals.
Service cost AM3 - Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$59.20	\$48.04	\$51.01	\$118.92	In September 2018, the City resumed management of the Ballarat Animal Shelter from the RSPCA, which has resulted in higher costs. However, we are receiving increased income (which this indicator doesn't take into account) to cover some of these costs.
Health and safety AM4 - Animal management prosecutions [Number of successful animal management prosecutions]	9.00	8.00	7.00	3.00	This indicator has remained constant over the first three financial years, in 2018FY there have been a smaller number of cases that required prosecution. However, all three cases were very large prosecutions.



FOOD SAFETY - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
<p>Timeliness FS1 - Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	0.00	5.62	4.11	2.97	From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. From the 2017FY, there has been training on how data is entered to ensure that we get greater accuracy on reporting for this indicator, as delays in data entry was skewing the original data.
<p>Service standard FS2 - Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</p>	106.00%	100.77%	101.79%	104.33%	The reason for the percentage being over 100% is due to the fact that some businesses have since closed from when the assessment was completed, but prior to the end of the year.
<p>Service cost FS3 - Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</p>	\$336.75	\$481.53	\$530.35	\$527.61	The allocation of costs has been reviewed and process adjusted to allow more accurate and consistent apportion of food safety related expenses since mid 2016FY. The fluctuations are reflective of the transition, implementation and refinement of the costing allocations.
<p>Health and safety FS4 - Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</p>	81.00%	95.88%	100.00%	95.45%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. Separate follow-up inspections are not always practical with non-compliances identified at events or markets which account for the majority of major no-compliances without a separate follow-up inspection. These are commonly followed up with education and/or immediate corrective action. The food business operator is also recorded as non-compliant with their registering authority to aid further monitored through the StreaTrader system.



ROADS - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Satisfaction of use R1 - Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	32.53	39.19	52.00	43.95	In the 2017FY, the City of Ballarat experienced a wetter than normal start to the Financial Year, which led to more road deterioration (e.g. potholes) and in turn led to more requests.
Condition R2 - Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.00%	99.66%	99.77%	99.77%	
Service cost R3 - Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$130.99	\$124.79	\$143.93	\$73.33	In the 2017FY, three of the bigger projects for the year (Learmonth Street, Dowling Street, Trewin Street) involved much heavier than normal pavements (being high-volume industrial roads), while Greenhalghs Roads included a major culvert extension and service relocations. We have also undertaken a review of how these amounts are calculated in the 2018FY, which has in turn led to more accurate reporting.
Service Cost R4 - Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.51	\$4.95	\$4.51	\$7.02	We have undertaken a review of how these amounts are calculated in the 2018FY, which has in turn led to more accurate reporting.
Satisfaction R5 - Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	56.00	58.90	55.00	58.60	In the 2017FY, the City of Ballarat experienced a wetter than normal start to the Financial Year, which led to more road deterioration (e.g. potholes) and in turn led to less satisfaction on our sealed roads.



WASTE COLLECTION - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Satisfaction WC1 - Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	160.12	164.05	148.90	166.44	As a result of further engagement with the community, the number of letters and communications with residents has increased over the past twelve months. Council expects to see this continue with issues such as bin placement, parked out areas, and contamination continuing to be addressed.
Service standard WC2 - Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	7.41	7.46	6.99	9.34	Council continues to work with residents in some of the hard to get locations that may be serviced at a later time, as this can lead to more requests for missed bins. In addition, route and driver changes in the 2018FY have led to a further increase in bins being missed. Council is currently investigating changes to minimise the missed bin requests.
Service cost WC3 - Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$97.87	\$103.70	\$104.63	\$111.09	The growth areas that peak on certain days are having a greater impact on the garbage service compared to recycling and greenwaste. Council continues to assess these and determine if opportunities for efficiencies exist in the way the service is delivered such as reallocated collection days.
Service cost WC4 - Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$33.82	\$0.00	\$28.32	\$28.78	In the 2017FY, there was a general reduction in operating expenses mainly stemming from the recycling trucks being re-leased at a reduced rate and a major decrease in repairs on the trucks.
Waste diversion WC5 - Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	35.00%	32.43%	48.96%	47.14%	From the 2017FY, we have introduced our own green waste service, this has increased the amount of tonnages being diverted from landfill, due to green waste not been included in the prior financial year's figures, as it wasn't a service provided by council.



STATUTORY PLANNING - Service performance indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Results 2018	Comments
Timeliness SP1 - Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	58.00	59.00	56.00	59.00	
Service standard SP2 - Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	77.00%	72.00%	76.84%	71.99%	The 2018FY has been the most challenging period since 2015 in achieving a reasonable service standard. Council's Statutory Planning Department typically consists of 11 planners from senior to junior level however a review of the team structure along with staff movements has reduced the number of planners to 5 and a contractor between January and July. Despite this, and with external report writing assistance, our service standard has remained relatively respectable.
Service cost SP3 - Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$1,262.41	\$1,714.10	\$1,688.28	\$1,738.97	The number of applications received have been declining across all financial years, however, due to the increase in VCAT applications and staffing being considerably down, it has resulted in an increase of contractor and legal costs which has strongly influenced the department's overall direct costs in the latter financial years.
Decision making SP4 - Council planning decisions upheld at VCAT [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	44.00%	57.14%	100.00%	63.64%	In both the 2016FY and 2018FY, there were decisions which Council overturned the officer's recommendations. VCAT then overturned the council decision and supported the original officer's recommendation. Whereas, in the 2017FY VCAT, Council and officer recommendations have all agreed on each decision.

ACCOUNTABILITY

Provide strong and decisive leadership, and transparent governance.

What this means

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

STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2017–18 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Actual measure	Target	Result 2017-18	Comments
Lobbying benefits to Ballarat	Project or changes successfully lobbied for. Amount of funding achieved / committed from government	Increase in government funding coming to the City of Ballarat	32 grants received in 2017-18 across a range of programs and initiatives.	Grants received for a range of programs and initiatives including HarmonyFest, rural access and deaf access programs. A range of funding announcements were made on projects directly or indirectly related to Council advocacy. City of Ballarat continues to advocate for Council priorities and projects, and has developed an overarching advocacy strategy that guides our approach in the lead up to the November State Election. City of Ballarat continued to lobby for commitments in the 2018/19 Budget which was handed down in May. Our nuanced and considered approach includes engagement with key City of Ballarat stakeholders who represent major employers, advocacy groups and not-for-profits in the city. Connectivity, community and economy remain key focuses of this work.
An increase in community satisfaction in relation to engagement	Community survey "Community consultation and engagement"	Improvement from last financial year's result	Community consultation and engagement 2018 Index – 58.9	The Ballarat community has a low level of satisfaction with the Council's performance on the three indicators of advocacy and engagement, however there was a statistically significant increase for lobbying on behalf of the community and a statistically significant decrease for decisions made in the interest of the community in 2018. However, all three indicators are all higher than other Victorian regional centres in 2017. Specific examples of the community's perceptions of poor performance in the Council's advocacy role focused on the Civic Hall and infrastructure decisions.
Improvements to Council's financial sustainability ranking compared to regional city councils in Victoria (Source: Victorian Auditor General - Local Government Audit results produced annually and tabled in State Parliament)	Council's financial sustainability ranking compared to regional city councils in Victoria	Improvement from last financial year's result	Data not yet available.	The 2018 result will be published by VAGO in late 2018. City of Ballarat improved its ranking from 2 in 2016 to 1 in 2017.

OUR PERFORMANCE

Strategic indicator	Actual measure	Target	Result 2017-18	Comments
Reduction in administrative, compliance and delay costs greater than the Victorian average (Source: Department of Treasury and Finance, Red Tape Reduction Program)	Results from Service Review Program	All services reviewed by 2021	Service reviews commenced	All Council internal and external services have been profiled, including their links to the Council Plan and other plans and strategies, as part of the preparation for Council's 2018-19 budget.
Improved Customer Satisfaction Survey results in the City of Ballarat's overall performance	Community survey "Service performance overall"	Increase from last financial year's result	72	<p>Satisfaction with the Council's overall performance is at a higher level in 2018 with an index score of 72.0 (out of 100). Those living in the South Ward were the comparatively less satisfied with a score of 70.8 compared with the North Ward at 72.3 and the Central Ward at 73.2.</p> <p>Ballarat shows a substantially higher perception of overall Council performance when compared with other Victorian regional centres (57 out of 100 representing a low satisfaction level).</p> <p>The 2018 result for Ballarat represents a statistically significant increase compared with the 2017 score of 68.0 (out of 100).</p>
Improved Customer Satisfaction Survey results in Customer Service	Community survey "Customer service"	Improvement from last financial year's result.	69.8	At 69.8, satisfaction with Council's customer service in 2017-18 is marginally lower than the 2016-17 score (70.5), but higher than 2016 (68.9).
Number of grants received	Grants received	Increase year on year.	32	32 grants were received in 2017-18. Aggregate number of grants received not recorded for 2016-17. Council continues to actively pursue all funding opportunities that align with Council Plan 2017-2021.
Number of lobbying activities annually	Lobbying activities conducted	At least two major lobbying activities conducted	Council conducted three major lobbying activities to State Parliament and to Canberra in October 2017, and again to Canberra in June 2018.	The October 2017 Spring Street delegation held 21 meetings with representatives of all sides of politics to discuss 28 major projects for Ballarat, while a visit to Canberra the same month presented eight major projects to federal parliamentarians. In June 2018, a further City of Ballarat visit to Canberra pitched 27 projects, including six priority projects in 15 meetings with federal parliamentarians. The City of Ballarat, in collaboration with seven Ballarat partner organisations commenced preparations for Ballarat Now and Into the Future, a combined pitch for six essential projects for Ballarat's future. Also started preparations for the Save Her Majesty's campaign, seeking federal and state funding for the refurbishment of Her Majesty's Theatre.
Number of opportunities for the community to engage with the City of Ballarat and Council annually	Community engagement activities conducted	N/A	City of Ballarat's mySay page recorded 24,000 visits in 2017-18 across 26 projects engagement subjects.	City of Ballarat's mySay page visits of 24,000 was up from 21,800 in 2016-17 and 20,700 in 2015-16. This indicates a growing trend in the Ballarat community towards online engagement. The Community Inclusion division continues to engage and communicate with the community via the various community administered Facebook pages including Making Mount Pleasant, Our Community newsletters, the Engaging Communities Program, Seniors of the Year Awards, Ballarat Seniors Festival, the Memory Atlas and engagement via face-to-face, phone and email on a range of subjects, activities and events.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	Complete Advocacy and Lobbying Framework	Framework completed	An overarching advocacy strategy has been developed that continues to guide the City of Ballarat's approach in the lead up to the November State Election. A comprehensive series of meetings and events have been developed to promote our priorities with candidates, politicians and senior representatives from state and federal government. A cross organisational advocacy PCG has also been established to ensure a coordinated approach across the organisation.
Annual customer satisfaction survey completed by Council	Completion of community survey	Completed in accordance with Local Government Victoria Practice Notes.	Completed	City of Ballarat conducted a Customer Satisfaction Survey in March 2018 with a final report presented to Council in June. As part of Council's annual reporting process the results will be shared widely with the community.

LOBBYING OUTCOMES FOR KEY PROJECTS

The following commitments have come about directly or indirectly from City of Ballarat's lobbying activities and strategies.

Funding for:

- Implementation of the Cycling Action Plan, to construct 12 kilometres of new cycling paths across Ballarat.
- Commencement of planning for the next stage of the Mars Stadium redevelopment.
- Female friendly facilities at Western Oval.
- Sturt Street intersection upgrades between Pleasant Street and Dyson Drive.
- Upgrades to Mair Street.
- Regional Roads Victoria, a new division of VicRoads to oversee the state's country road network to be headquartered in Ballarat.

- Establishment of a western region forensic hub to be headquartered in Ballarat.
- The redevelopment of Ballarat Health Services' Base Hospital.
- A major upgrade of the Ballarat rail line.
- The delivery of HarmonyFest.
- FReezA drug, alcohol and smoke free initiatives.

Ballarat to host:

- White Night for a second consecutive year.



OPPORTUNITIES FOR THE COMMUNITY TO ENGAGE WITH COUNCIL

Community magazines

The following quarterly magazine was maintained:

- myBallarat

Dedicated websites

The following websites were maintained in 2017–18:

- Art Gallery
- Ballarat Aquatic and Lifestyle Centre
- Ballarat Animal Shelter
- Ballarat Botanical Gardens
- Ballarat Libraries
- Begonia Festival
- City of Ballarat
- Her Majesty's Theatre Ballarat
- Heritage Weekend
- myNews
- mySay

The following websites were redesigned or introduced in 2017–18:

- Ballarat Aquatic and Lifestyle Centre website – Redesigned for a better experience.
- myNews website: news.ballarat.vic.gov.au - The new source for City of Ballarat news and information went live in 2017–18, with updates, video and tweets from the City of Ballarat.

Targeted direct mail

- 5,800 users subscribe for email alerts / notices / updates across the City of Ballarat.
- Users subscribe to topics that interest them, receiving tailored and relevant messages on items of their choice.
- Online community events calendar.
- Received 23,338 page views in 2017–18. The calendar has not been taking submissions this year, with an emphasis on City of Ballarat social media channels, which have larger aggregate audiences, for publishing and promoting events.

Facebook

- [Facebook.com/BallaratCityCouncil](https://www.facebook.com/BallaratCityCouncil)
- Page likes have increased year-on-year: 37,368 in 2017–18, a 15.5% increase from 32,348 in 2016–17.

Dedicated Facebook accounts

The following new Facebook accounts were introduced in 2017–18:

- Making Wendouree
- Making Mount Pleasant
- Making Redan
- Deaf Access Ballarat and Surrounds

The following Facebook pages were maintained:

- Mayor of Ballarat
- Ballarat Aquatic and Lifestyle Centre
- Art Gallery of Ballarat
- Her Majesty's Theatre Ballarat
- Ballarat Botanical Gardens
- Ballarat Koorie Engagement Action Group
- Intercultural Employment Pathways
- Parent Place Ballarat – City of Ballarat
- Intercultural Ambassador Program City of Ballarat
- B'YOU Ballarat
- Making Brown Hill
- Making Learmonth
- Making Buninyong
- Making Sebastopol
- Making Miners Rest
- Ballarat Libraries
- Ballarat Begonia Festival
- Ballarat Heritage Weekend
- Harmony Fest
- Summer Sundays

Twitter

- [Twitter.com/CityofBallarat](https://twitter.com/CityofBallarat)
- Followers have increased: 6,227 in 2017–18 an 8.5% increase from 5,740 in 2016–17

Dedicated Twitter accounts

The following Twitter accounts were maintained:

- Mayor of Ballarat
- ArtGalleryBallarat
- HerMaj Ballarat
- Historic Urban Landscape (HUL)
- Ballarat Youth
- Instagram

MAJOR INITIATIVES

Major initiatives	Progress in 2017-18
Advocate for Ballarat's priorities and enhance the city's reputation as the capital of Western Victoria	City of Ballarat continues to advocate for Council priorities and projects. An overarching advocacy strategy has been developed that guides our approach in the lead up to the November State Election. We continued to lobby for commitments in the 2018-19 Budget which was handed down in May. Our nuanced and considered approach includes engagement with key City of Ballarat stakeholders who represent major employers, advocacy groups and not-for-profits in the city. Connectivity, community and economy remain key focuses of this work. We have developed a comprehensive series of meetings and events to promote our priorities with candidates, politicians and senior representatives from State and Federal Government. A cross-organisational advocacy Project Control Group has also been established to ensure a coordinated approach across the organisation.
Provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city	City of Ballarat is a member of various industry bodies, state and federal Government groups, regional groups and the private sector. This includes the Municipal Association of Victoria (MAV), Committee for Ballarat, Australian Local Government Association and Central Highlands Councils Victoria.
Ensure the City of Ballarat remains financially responsible and Council delivers transparent governance by making fewer decisions in camera	City of Ballarat's financial sustainability ranking compared to Victorian regional councils was one in 2017, with the 2018 result to be released in late 2018. In camera decisions rose marginally due to an increase in the number of contracts going to Council for approval.
Engage and communicate with our community and other stakeholders	City of Ballarat has continued to grow its online engagement via the MySay page, and has introduced myNews electronic direct mail service, providing weekly City of Ballarat news updates to subscribers.
Reduce unnecessary regulations and advocate for the removal of regulatory burdens from other tiers of government	The City of Ballarat continues to advocate for a reduction in red tape for customers, businesses and local government. In December 2017 the state government released the exposure draft of the <i>Local Government Act 1989</i> which supports the reduction of red tape for Councils.
Continue to roll out the Engaging Communities Program	Complete.
Implement the Digital Strategy, better utilise innovative online engagement tools and make our information and data accessible to our community and stakeholders	An action plan is being created for City of Ballarat's Digital Services Strategy.
Improve Customer Service by promoting a culture of customer service excellence within the City of Ballarat	Ongoing.
Investigate and deliver shared local government services within the region	City of Ballarat continues to pursue shared services opportunities and has commenced a review of Central Highlands Councils Victoria as a potential vehicle for shared services in the Central Highlands Region.
Review business operations to drive financial and service improvements	City of Ballarat commenced profiling all internal and external services.
Address gender equity and inclusion in all City of Ballarat plans and strategies	City of Ballarat signed up to Women's Health Grampians Act@Work program and carried out staff training in Gender Equity. A Gender Equity Strategy was also being developed in 2017-18. Council adopted the Active Women and Girls' Strategy in April 2018.

FINANCIAL REPORT

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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 : 12th September, 2018
Ballarat

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Ballarat for the year ended 30 June 2018 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 12th September, 2018 to certify the financial statements in their final form.

Samantha McIntosh
Councillor



Date : 12th September, 2018
Ballarat

Grant Tillett
Councillor



Date : 12th September, 2018
Ballarat

Justine Linley
Chief Executive Officer



Date : 12th September, 2018
Ballarat

Independent Auditor's Report

To the Councillors of Ballarat City Council

Opinion I have audited the financial report of Ballarat City Council (the council) which comprises the:

- balance sheet as at 30 June 2018
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- cash flow statement for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial report.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Councillors' responsibilities for the financial report The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

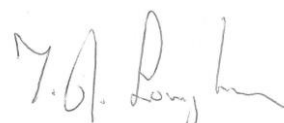
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and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

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

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

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

MELBOURNE
17 September 2018



Tim Loughnan
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Income			
Rates and charges	2.1	110,387	105,194
Statutory fees and fines	2.2	3,805	4,097
User fees	2.3	23,504	24,501
Grants - operating	2.4	25,921	31,264
Grants - capital	2.4	21,488	36,733
Contributions - monetary	2.5	3,164	1,839
Contributions - non-monetary	2.5	31,271	22,698
Net gain/(loss) on disposal of assets	2.6	886	243
Other income	2.7	5,522	4,515
Total Income		225,948	231,084
Expenses			
Employee benefits	3.1	59,731	58,224
Materials and services	3.2	61,377	57,918
Bad and doubtful debts	3.3	1,303	628
Depreciation and amortisation	3.4	31,806	31,806
Borrowing costs	3.5	2,211	2,349
Other expenses	3.6	3,377	28,959
Total Expenses		159,805	179,884
Surplus		66,143	51,200
Other comprehensive income			
Net asset revaluation increment(decrement)	5.1	27,632	(113,425)
Comprehensive result		93,775	(62,225)

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2018

	Note	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	4.1	5,517	28,836
Other financial assets	4.1	83,378	48,194
Trade and other receivables	4.1	9,837	25,337
Inventories	4.2	342	275
Other assets	4.2	1,494	821
Total Current assets		100,568	103,463
Non-current assets			
Trade and other receivables	4.1	4	12
Property, infrastructure, plant and equipment	5.1	1,561,894	1,467,484
Intangible assets	4.2	83	194
Total Non-current assets		1,561,981	1,467,690
Total Assets		1,662,549	1,571,153
Liabilities			
Current liabilities			
Trade and other payables	4.3	11,714	15,876
Trust funds and deposits	4.3	6,195	4,750
Provisions	4.5	14,504	14,181
Interest-bearing loans and borrowings	4.4	4,073	4,394
Total Current liabilities		36,486	39,201
Non-current liabilities			
Provisions	4.5	5,310	4,971
Interest-bearing loans and borrowings	4.4	39,627	43,700
Total Non-current liabilities		44,937	48,671
Total Liabilities		81,423	87,872
Net Assets		1,581,126	1,483,281
Equity			
Accumulated surplus		1,071,630	1,004,432
Reserves	8.1	509,496	478,849
Total Equity		1,581,126	1,483,281

The above Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the Year Ended 30 June 2018

	Note	Total 2018 \$'000	Accumulated Surplus 2018 \$'000	Revaluation Reserve 2018 \$'000	Other Reserves 2018 \$'000
Balance at beginning of the financial year		1,483,281	1,004,432	472,152	6,697
Found assets	8.3	4,070	4,070	-	-
Adjusted balance at beginning of financial year		1,487,351	1,008,502	472,152	6,697
Profit/(loss)		66,143	66,143	-	-
Net asset revaluation increment (decrement)	8.1	27,632	-	27,632	-
Transfer to other reserves	8.1	-	(3,015)	-	3,015
Balance at end of the financial year		1,581,126	1,071,630	499,784	9,712

	Note	Total 2017 \$'000	Accumulated Surplus 2017 \$'000	Revaluation Reserve 2017 \$'000	Other Reserves 2017 \$'000
Balance at beginning of the financial year		1,544,633	952,759	585,577	6,297
Found assets	8.3	873	873	-	-
Adjusted balance at beginning of financial year		1,545,506	953,632	585,577	6,297
Profit/(loss)		51,200	51,200	-	-
Net asset revaluation increment/(decrement)	8.1	(113,425)	-	(113,425)	-
Transfer to other reserves	8.1	-	(400)	-	400
Balance at end of the financial year		1,483,281	1,004,432	472,152	6,697

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2018

	Note	2018 Inflows/ (Outflows) \$'000	2017 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		110,429	105,146
Statutory fees and fines		3,764	3,909
User fees		27,434	24,165
Grants - operating		26,024	31,393
Grants - capital		34,774	26,570
Contributions - monetary		3,197	1,916
Interest received		2,028	1,939
Trust funds and deposits taken		3,050	14,230
Other receipts		3,732	2,726
Net GST refund		9,812	11,796
Employee costs		(60,266)	(58,249)
Materials and services		(78,818)	(65,875)
Trust funds and deposits repaid		(408)	(12,737)
Other payments		(2,632)	(4,813)
Net cash provided by (used in) operating activities	8.2	82,120	82,116
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(64,790)	(65,770)
Proceeds from sale of property, infrastructure, plant and equipment		1,132	404
Payments for investments		(202,159)	(151,581)
Proceeds from sale of investments		166,975	143,248
Payments of loans and advances		8	16
Net cash provided by (used in) investing activities		(98,834)	(73,683)
Cash flows from financing activities			
Finance costs		(2,211)	(2,349)
Proceeds from borrowings		-	3,872
Repayment of borrowings		(4,394)	(3,926)
Net cash provided by (used in) financing activities		(6,605)	(2,403)
Net increase/(decrease) in cash and cash equivalents		(23,319)	6,030
Cash and cash equivalents at the beginning of the financial year		28,836	22,806
Cash and cash equivalents at the end of the financial year	4.1	5,517	28,836
Financing arrangements	4.6	5,619	6,050
Restrictions on cash assets	4.1	6,195	4,750

The above Cash Flow Statement should be read in conjunction with the accompanying notes.

Statement of Capital Works

As at 30 June 2018

	Note	2018 \$'000	2017 \$'000
Property			
Land		2	1,157
Land Improvements		989	-
Total Land		991	1,157
Buildings		11,173	23,939
Heritage buildings		3,138	1,181
Building improvements		3,034	3,125
Total Buildings		17,345	28,245
Total Property		18,336	29,402
Plant and equipment			
Plant, machinery and equipment		2,161	2,820
Artworks		55	-
Fixtures, fittings and furniture		221	55
Computers and telecommunications		378	461
Library books		383	339
Total Plant and Equipment		3,198	3,675
Infrastructure			
Roads		28,905	25,640
Bridges		9	876
Footpaths and cycleways		1,222	1,131
Drainage		1,052	833
Recreational, leisure and community facilities		4,603	4,049
Waste management		3,084	599
Parks, open space and streetscapes		1,493	882
Off-street car parks		186	1,090
Other infrastructure		2,287	1,789
Total Infrastructure		42,841	36,889
Total Capital works expenditure		64,375	69,966
Represented by:			
New asset expenditure		31,313	41,779
Asset renewal expenditure		28,653	26,118
Asset upgrade expenditure		3,249	923
Asset expansion expenditure		1,160	1,146
Total Capital works expenditure		64,375	69,966

Notes to the Financial Statements

For the Year Ended 30 June 2018

OVERVIEW

Introduction

The City of Ballarat was established by an Order of the Governor in Council on 6th of May 1994 and is a body corporate.

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

The purpose of Council is to:

- provide for the peace, order and good government of its municipal district;
- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to ensure that resources are used efficiently and effectively and services are provided in accordance with Best Value Principles to best meet the needs of the local community;
- to improve the overall quality of life for people in the local community;
- to promote appropriate business and employment opportunities;
- to ensure that services and facilities provided by the Council are accessible and equitable;
- to ensure the equitable imposition of rates and charges; and
- to ensure transparency and accountability in Council decision making.

External Auditor - Auditor-General of Victoria

Internal Auditor - Pitcher Partners

Bankers - National Australia Bank

Website address - www.ballarat.vic.gov.au

Statement of Compliance

This Financial Report is a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, Statement of Capital Works and notes accompanying these financial statements.

The general purpose Financial Report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Notes to the Financial Statements

For the Year Ended 30 June 2018

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 Australian Accounting Standards 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 5.1).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.1).
- the determination of employee provisions (refer to Note 4.5 (a)).
- the determination of landfill provisions (refer to Note 4.5 (b)).

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) 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.

(c) Rounding

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

Note 1 Performance against budget

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 greater of 10 percent or \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The Budget figures detailed below are those adopted by Council on the 28th of June, 2017. 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*.

1.1 Income and Expenditure	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Ref
Income				
Rates and charges	109,602	110,387	785	
Statutory fees and fines	3,639	3,805	166	
User fees	24,703	23,504	(1,199)	
Grants - operating	23,432	25,921	2,489	
Grants - capital	2,000	21,488	19,488	1
Contributions - monetary	2,277	3,164	887	
Contributions - non-monetary	27,028	31,271	4,243	2
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	886	886	
Other income	2,598	5,522	2,924	3
Total Income	195,279	225,948	30,669	
Expenses				
Employee costs	60,582	59,731	851	
Materials and services	64,364	61,377	2,987	
Bad and doubtful debts	460	1,303	(843)	
Depreciation and amortisation	32,649	31,806	843	
Borrowing costs	2,394	2,211	183	
Other expenses	2,000	3,377	(1,377)	4
Total Expenses	162,449	159,805	2,644	
Surplus/(deficit) for the year	32,830	66,143	33,313	

(i) Explanation of material variations

Variance Ref	Explanation
1	Significant Capital projects were committed to and funded by the State Government in the financial year ended 30 June 2018 that were not budgeted for in the 2017-2018 budget. Additional Capital Grants were received for Ballarat West Link Road, Ballarat Sports & Events Centre, Ballarat Carpark Action Plan and further Kindergarten upgrades.

- 2 Council received additional non-cash contributions in the form of gifted assets in the financial year ended 30 June 2018. Examples of these gifts include operational plant, equipment and trading stock transferred from the Museum of Australian Democracy at Eureka.
The Arch of Victory / Avenue of Honour Committee Inc. also generously donated the land, improvements and statue known as the Garden of the Grieving Mother to the City of Ballarat.
Developer contributions from the Ballarat West growth precinct also exceeded budgeted expectations.
- 3 Receipts were received for Insurance Recoveries and Reimbursements in excess of amounts expected by Council for the financial year ended 30 June 2018. Higher than budgeted interest income has also been recorded as increased developer contributions has maintained Councils cash balances for the reporting period.
- 4 Other Expenses include Councils asset revaluation decrement. This relates to movements in the revaluation of some of Councils Infrastructure assets that reduced in excess of their attributable reserve balances.

Note 1 Budget comparison (cont.)
1.2 Capital Works

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Ref
Property				
Land	-	2	(2)	
Total Land	-	2	(2)	
Buildings	-	11,173	(11,173)	1
Heritage buildings	-	3,138	(3,138)	2
Building improvements	2,602	3,034	(432)	
Total Buildings	2,602	17,345	(14,743)	
Total Property	2,602	17,347	(14,745)	
Plant and Equipment				
Plant, machinery and equipment	2,925	2,161	764	
Artworks	-	55	(55)	3
Fixtures, fittings and furniture	-	221	(221)	4
Computers and telecommunications	1,862	378	1,484	5
Library books	371	383	(12)	
Total Plant and equipment	5,158	3,198	1,960	
Infrastructure				
Roads	12,469	28,905	(16,436)	6
Bridges	210	9	201	
Footpaths and cycleways	1,160	1,222	(62)	
Drainage	1,251	1,052	199	
Recreational, leisure and community facilities	4,681	4,603	78	
Waste management	2,431	3,084	(653)	
Parks, open space and streetscapes	1,062	1,493	(431)	
Off-street car parks	-	186	(186)	7
Other infrastructure	12,378	2,287	10,091	8
Total Infrastructure	35,642	42,841	(7,199)	
Total Capital works expenditure	43,402	63,386	(19,984)	
Represented by:				
New asset expenditure	6,699	31,313	(24,614)	
Asset renewal expenditure	28,118	28,653	(535)	
Asset upgrade expenditure	8,585	3,249	5,336	
Asset expansion expenditure	-	1,160	(1,160)	
Total Capital works expenditure	43,402	64,375	(20,973)	

(i) Explanation of material variations

Variance Ref	Explanation
1	Additional State Government funding was received during the financial year ended 30 June 2018 for the construction of the Lucas Community Hub, the Bonshaw Early Learning Centre and the completion of the Eureka Stadium upgrade.

- 2 Building improvements for Heritage Buildings were not recorded separately within Council's Budget.
- 3 Artworks in the gallery collection are gifted to Council via philanthropic trusts and other entities associated with the Art Gallery of Ballarat. Art purchases were made in the 2018 financial year with funds donated to the gallery for the purpose of acquiring these works.
- 4 Fixings, fittings & furniture were not recorded in Council's Budget separately from other Capital expenditure on plant, machinery and equipment.
- 5 Council is committed to specific technology and business improvement strategies across the organisation. The associated expenditure linked to these strategies was not realised in the financial year ended 30 June 2018.
- 6 Additional Government funding was received during the financial year ended 30 June 2018 for the completion of the Ballarat West Link Road and Roads to Recovery project. Capital works in connection to these funds have been completed.
- 7 Off-street Carpark works were not recorded in Council's Budget separately from other Capital expenditure on roads and pavement.
- 8 Actual expenditure on Other Infrastructure within Council's Budget has been recognised in alternate asset classes within Council's fixed asset allocations.

2018
\$'000

2017
\$'000

Note 2 Funding for the delivery of Council services

Note 2.1 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 2017/18 was \$17,584 million (2016/17 \$17,443 million). The 2017/18 rate in the dollar was 0.4365 cents (2016/17 0.4280 cents).

General rates	93,807	89,791
Waste management charge	15,943	14,795
Special rates and charges	319	320
Interest on rates	256	227
Revenue in lieu of rates	62	61

Total Rates and charges	110,387	105,194
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The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018, and the valuation was first applied for the rating year commencing 1 July 2018.

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.

Note 2.2 Statutory fees and fines

Dog and cat registrations and fines	804	1,349
Health licences and fees	688	679
Land Information Certificates	142	121
Local law permits	138	63
Sale of valuations	37	219
Subdivision supervision and certification fees	873	796
Town planning fees and certificates	1,123	870

Total Statutory fees and fines	3,805	4,097
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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.

Note 2.3 User fees

Aged services fees	613	967
Art Gallery of Ballarat	1,148	1,589
Ballarat Aquatic and Lifestyle Centre	4,199	4,257
Building and scaffolding fees	472	412
Child care centres and kindergartens	1,994	2,141
Family day care	326	389
Her Majesty's Theatre	626	1,071
Landfill operations	3,551	3,901
Library services	937	1,025
Meals on wheels	401	429
Parking fees, fines and charges	6,038	6,111
Recreation income	716	431
Transfer station	612	602
Other	1,871	1,176

Total User fees	23,504	24,501
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User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

2018
\$'000 2017
\$'000

Note 2.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	20,616	29,203
State funded grants	26,793	38,794

Total Grants	47,409	67,997
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Operating grants
Recurrent - Commonwealth Government

Financial assistance grants	13,330	18,791
Aged care	1,071	-
Child and family day care	2,966	4,674
General home care	-	175
Other	813	257

Recurrent - State Government

Aged care	4,228	5,358
Arts	297	303
Community safety	188	106
Libraries	680	661
Maternal and child health	778	-
School crossing supervision	364	245
Other	916	130

Total Recurrent operating grants	25,609	30,698
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Non-recurrent - Commonwealth Government

Cultural diversity	-	20
Other	-	7

Non-recurrent - State Government

Community health	35	352
Arts	87	99
Recreation	3	38
Recycling	94	-
Other	93	50

Total Non-recurrent operating grants	312	566
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Total Operating grants	25,921	31,264
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Capital grants
Recurrent - Commonwealth Government

Roads	2,436	5,279
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Recurrent - State Government

Roads	705	-
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Total Recurrent capital grants	3,141	5,279
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	2018 \$'000	2017 \$'000
Note 2.4 Funding from other levels of government (cont.)		
<i>Non-recurrent - Commonwealth Government</i>		
Other	-	-
<i>Non-recurrent - State Government</i>		
Buildings	5,742	7,430
Recreation	738	17,042
Roads	11,859	6,890
Waste	-	92
Other	8	-
Total Non-recurrent capital grants	18,347	31,454
Total Capital grants	21,488	36,733
Total Grants	47,409	67,997

Conditions on grants

Balance at start of year	6,842	3,308
Received during the financial year and remained unspent at balance date	3,847	6,188
Received in prior years and spent during the financial year	(4,204)	(2,654)
Balance at year end	6,485	6,842

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.

Note 2.5 Contributions

Monetary	3,164	1,839
Non-monetary	31,271	22,698
Total Contributions	34,435	24,537

Contributions of non-monetary assets were received in relation to the following asset classes:

Artworks	844	1,086
Drainage*	13,848	6,622
Computers and telecommunications	15	-
Footpaths*	2,240	1,576
Land	1,630	3,496
Land under roads	1,265	2,198
Other Infrastructure*	102	-
Plant, machinery and equipment	29	-
Parks, open space and street scapes	414	-
Recreation, leisure and community*	88	-
Roads*	10,781	7,720
Other	15	-
Total Non-monetary contributions	31,271	22,698

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

** During the financial year it was uncovered that a number of infrastructure assets totalling \$6.7 million that had been transferred to Council related to previous reporting periods.*

Council recognises there has been an understatement in prior year totals, but has made the assessment that due to the value being less the 1% of Council's written down value of infrastructure assets, in this instance the amount does not warrant adjusting prior year comparative figures and current year opening balances (refer also Note 5.1).

	2018 \$'000	2017 \$'000
Note 2.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	1,029	367
Write down value of assets disposed	(143)	(124)
Total Net gain/(loss) on disposal of property, infrastructure, plant and equipment	886	243

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

Note 2.7 Other income

FBT staff reimbursement	216	161
Insurance recoveries	297	97
Interest	2,028	1,939
Legal expenses recovered	285	335
Property rentals	1,698	1,177
Reimbursements	681	
WorkCover reimbursement	289	217
Other	28	589
Total Other income	5,522	4,515

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 3 The cost of delivering Council services

Note 3.1(a) Employee costs

Wages and salaries	48,846	47,568
Casual staff	3,114	3,355
Superannuation	4,689	4,592
Fringe benefits tax	207	157
WorkCover	1,322	1,082
Other overheads and related costs	1,553	1,470
Total Employee costs	59,731	58,224

Note 3.1 (b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	498	525
Employer contributions - other funds		
	498	525

Employer contributions payable at reporting date.

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,700	2,760
Employer contributions - other funds	1,491	1,307
	4,191	4,067

Employer contributions payable at reporting date.

Refer to Note 8.3 for further information relating to Council's superannuation obligations.

	2018 \$'000	2017 \$'000
Note 3.2 Materials and services		
Building maintenance	988	932
Consultants	463	606
Contract payments	42,420	39,997
General maintenance	3,437	3,217
Information technology	1,676	1,717
Insurance	1,365	1,433
Office administration	6,240	5,468
Utilities	4,788	4,548
Total Materials and services	61,377	57,918

Note 3.3 Bad and doubtful debts

Active ageing	16	1
Animal control	427	185
Child care services	15	13
Local laws debtors	37	60
Other debtors	9	17
Parking management	497	352
Property Management	302	-
Total Bad and doubtful debts	1,303	628

a) Movement in provisions for doubtful debts

Balance at the beginning of the year	(1,806)	(1,671)
New provisions recognised during the year	(712)	(628)
Amounts already provided for and written off as uncollectible	52	493
Amounts provided for but recovered during the year	-	-
Balance at end of year	(2,466)	(1,806)

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

Note 3.4 Depreciation and amortisation

Plant and equipment	3,861	3,832
Property	3,864	3,310
Infrastructure	23,970	24,372
Intangible assets	111	292
Total Depreciation and amortisation	31,806	31,806

Refer to Note 4.2 and Note 5.1 for a more detailed breakdown of depreciation and amortisation charges and policy.

Note 3.5 Borrowing costs

Interest - Borrowing costs	2,211	2,349
Total Borrowing costs	2,211	2,349

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.

Note 3.6 Other expenses

Auditors remuneration internal	81	102
Auditors remuneration VAGO	92	94
Councillors' allowances	368	311
Election expenses	68	329
Operating leases	1,216	926
Asset revaluation decrement expense*	1,083	27,042
Landfill rehabilitation provision	459	114
Other	10	41
Total Other expenses	3,377	28,959

* The 2018 Asset revaluation decrement expense represents the decrease in the value of Council assets in excess of the asset revaluation reserve balances for the following asset classes: Recreation, leisure and community \$0.956m (2016/17 \$2.438m) and Off-street carparks \$0.125m (2016/17 \$0.301m) (Refer Note 8.1). Comparatives for 2016/17 also include a revaluation decrement for Parks and open spaces of \$24.153m.

2018
\$'000

2017
\$'000

Note 4 Council's financial position

Note 4.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	12	10
Cash at bank	5,505	2,582
Term deposits	-	26,264
Total Cash and cash equivalents	5,517	28,836

(b) Other financial assets

Term deposits - current	83,376	48,192
Shares in other companies	2	2

Total Other financial assets	83,378	48,194
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Total Financial assets	88,895	77,030
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Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 4.3)	6,195	4,750
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Total Restricted funds	6,195	4,750
Total Unrestricted cash and cash equivalents	(678)	24,086

While it is noted that the total unrestricted cash and cash equivalents indicator shows a deficit as at 30 June 2018, Council has additional cash reserves held as term deposits disclosed in Other financial assets. With the recognition of these balances totalling \$83.376m, Council has a sufficient funds to meet obligations concerning its externally restricted holdings.

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works and funded programs	41,555	33,474
- Reserve funds (Note 8.1)	9,712	6,697

Total Funds subject to intended allocations	51,267	40,171
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Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

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

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	3,346	3,388
Parking infringement debtors	2,714	2,411
Provision for doubtful debts - parking infringements	(1,413)	(1,159)

Non statutory receivables

Loans and advances to community organisations	9	16
Government grants	1,154	13,020
Other debtors	5,080	8,308
Provision for doubtful debts - other debtors	(1,053)	(647)

9,837	25,337
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	2018 \$'000	2017 \$'000
(c) Trade and other receivables (cont.)		
Non-current		
<i>Non statutory receivables</i>		
Loans and advances to community organisations	4	12
	4	12
Total Trade and other receivables	9,841	25,349

Short term receivables are carried at invoice amount, as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

a) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's receivables (excluding statutory receivables) was:

Current (not yet due)	3,402	19,174
Past due by up to 30 days	822	804
Past due between 31 and 180 days	142	722
Past due between 181 and 365 days	1,078	91
Past due by more than 1 year	790	537
Total Trade and other receivables	6,234	21,328

b) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$999,712 (2017: \$237,380) were impaired. The amount of the provision raised against these debtors was \$336,375 (2017: \$64,410). 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	-	2
Past due between 31 and 180 days	4	25
Past due between 181 and 365 days	312	7
Past due by more than 1 year	20	30
Total Trade and other receivables - Individually impaired	336	64

Note 4.2 Non-financial assets

(a) Inventories

Inventories held for distribution	190	172
Inventories held for sale	152	103
Total Inventories	342	275

Inventories held for distribution are measured at cost and adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

(b) Other assets

Prepayments	944	538
Accrued income	550	283
Total Other assets	1,494	821

	2018 \$'000	2017 \$'000
(c) Intangible assets		
Landfill air space	83	194
Total Intangible assets	83	194
	Landfill air space \$'000	Total \$'000
Gross carrying amount		
Balance at 1 July 2017	849	849
Additions from internal developments	-	-
Other additions	-	-
Transfers / Revaluation adjustments*	(545)	(545)
Balance at 1 July 2018	<u>304</u>	<u>304</u>
Accumulated amortisation and impairment		
Balance at 1 July 2017	(655)	(655)
Amortisation expense	(111)	(111)
Transfers / Revaluation adjustments*	545	545
Balance at 1 July 2018	<u>(221)</u>	<u>(221)</u>
Net book value at 30 June 2017	<u>194</u>	<u>194</u>
Net book value at 30 June 2018	<u>83</u>	<u>83</u>

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

* Revaluation adjustments include the removal of fully amortised air space assets from carrying balances within the annual Financial Statements.

2018 2017
\$'000 \$'000

Note 4.3 Payables
(a) Trade and other payables

Trade payables	9,335	13,575
Wages payable	2,246	2,145
Accrued loan expense	133	156
Total Trade and other payables	11,714	15,876

(b) Trust funds and deposits

Majestix bookings	27	263
Art Gallery deposits and trust funds	29	35
Contract retentions and securities	344	101
Subdivision holding fees	3,135	2,365
Botanic Gardens Community Fund	133	137
Fire services property levy	1,212	692
Other deposits and trusts	1,315	1,157
Total Trust funds and deposits	6,195	4,750

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.

Purpose and nature of items

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 4.4 Interest-bearing liabilities
Current

Borrowings - secured	4,073	4,394
	4,073	4,394

Non-current

Borrowings - secured	39,627	43,700
	39,627	43,700
Total Interest-bearing loans and borrowings	43,700	48,094

2018 2017
\$'000 \$'000

Note 4.4 Interest-bearing liabilities (cont.)

The maturity profile for Council's borrowings is:

Not later than one year	4,073	4,394
Later than one year and not later than five years	14,690	15,292
Later than five years	24,937	28,408

Total interest-bearing loans and borrowings	43,700	48,094
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All borrowings of the City of Ballarat are secured against the "rate income" of Council.

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 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. Council determines the classification of its interest bearing liabilities at initial recognition.

Note 4.5 Provisions

	Landfill restoration	Employee	Total
	\$ '000	\$ '000	\$ '000

2018

Balance at beginning of the financial year	3,705	15,447	19,152
Additional provisions	657	6,558	7,215
Amounts used	(204)	(6,159)	(6,363)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(199)	9	(190)
Balance at the end of the financial year	3,959	15,855	19,814

2017

Balance at beginning of the financial year	3,351	15,149	18,500
Additional provisions	304	5,520	5,824
Amounts used	(64)	(5,168)	(5,232)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	114	(54)	60
Balance at the end of the financial year	3,705	15,447	19,152

	2018 \$'000	2017 \$'000
Note 4.5 Provisions (cont.)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,984	3,908
Long service leave	1,001	990
Other	218	226
	5,203	5,124
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,499	1,544
Long service leave	7,402	7,082
	8,901	8,626
Total current provisions	14,104	13,750
Non-current		
Long service leave	1,751	1,697
Total non-current provisions	1,751	1,697
Aggregate carrying amount of employee provisions:		
Current	14,104	13,750
Non-current	1,751	1,697
Total aggregate carrying amount of employee provisions	15,855	15,447

The following assumptions were adopted in measuring the present value of employee benefits:

	2018	2017
Weighted average increase in employee costs	3.86%	4.13%
Weighted average discount rates	3.94%	4.07%
Weighted average settlement period	7 yrs	8 yrs

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.

Note 4.5 Provisions (cont.)

Current liability - unconditional LSL is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service. Non-current LSL liability is measured at present value.

	2018	2017
	\$'000	\$'000
(b) Landfill restoration		
Current	400	431
Non-current	3,559	3,274
	3,959	3,705

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

	2018	2017
Weighted average rehabilitation costs (per sqm)	\$ 43.83	\$ 43.76
Weighted average discount rates	1.39%	1.45%
Council's obligated restoration period from cell closure	30 yrs	30 yrs

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 Authority. 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.

Note 4.6 Financing arrangements

Council has the following funding arrangements in place as at 30 June 2018

Bank overdraft	1,000	1,000
Purchase card facility limit	5,100	5,100
Leasing facilities	3,114	2,206
Total facilities	9,214	8,306
Used facilities	3,595	2,256
Total Unused facilities	5,619	6,050

Note 4.7 Commitments

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value. Council has entered into the following commitments:

	Later than 1 year		Later than 2		Later than 5	Total
	Not later than 1 year	and not later than 2 years	years and not later than 5 years	years		
2018	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating						
Facilities	2,784	1,292	2,323	-		6,399
Total Operating	2,784	1,292	2,323	-		6,399
Capital						
Buildings	22,411	-	-	-		22,411
Building improvements	423	-	-	-		423
Recreation, leisure and community	486	-	-	-		486
Roads	226	-	-	-		226
Total Capital	23,546	-	-	-		23,546

	Later than 1 year		Later than 2		Later than 5	Total
	Not later than 1 year	and not later than 2 years	years and not later than 5 years	years		
2017	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating						
Facilities	3,403	382	613	-		4,398
Total Operating	3,403	382	613	-		4,398
Capital						
Buildings	3,502	-	-	-		3,502
Building improvements	773	-	-	-		773
Recreation, leisure and community	53	-	-	-		53
Roads	14,850	-	-	-		14,850
Total Capital	19,178	-	-	-		19,178

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):

	2018	2017
	\$'000	\$'000
Not later than one year	1,628	837
Later than one year and not later than five years	2,721	1,837
Later than five years	-	-
	4,349	2,674

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.

City of Ballarat
Notes to the Financial Report
For the Year Ended 30 June 2018

Note 5 Assets Council manage

Note 5.1 Property, Infrastructure, Plant and Equipment

Summary of Property, Infrastructure, Plant and Equipment

	At Fair Value 30 June 2017	Acquisitions	Contributions	Revaluation	Found Assets	Depreciation	Impairments	Disposal	Transfers from Works in Progress	Asset Class Transfers	At Fair Value 30 June 2018
Land	287,215	2	3,408	5,484	2,552	-	-	-	1,035	567	300,323
Buildings	152,967	-	-	(1,267)	-	(3,864)	-	(120)	10,539	-	158,255
Plant and Equipment	113,440	3,026	888	-	-	(3,861)	-	(23)	21	-	113,491
Infrastructure	898,168	-	27,473	21,816	1,518	(23,970)	-	-	48,235	(567)	972,702
Work in progress	15,696	61,347	-	-	-	-	-	-	(59,920)	-	17,123
	1,467,486	64,375	31,769	26,033	4,070	(31,695)	-	(143)	-	-	1,561,894

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	5,226	18,334	(11,446)	-	12,114
Plant and equipment	12	172	(12)	-	172
Infrastructure	10,458	42,841	(48,462)	-	4,837
Total	15,696	61,347	(59,920)	-	17,123

Note 5.1 Property, Infrastructure, Plant and Equipment (cont'd)

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$
Land and improvements		
Land	-	5,000
Buildings		
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	-	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
Intangible Assets		
Landfill air-space	1 - 5 years	5,000

Note 5.1 Property, Infrastructure, Plant and Equipment (cont'd)

(a) Property

Note	Land - specialised	Land non - specialised	Land improvements	Total Land	Heritage buildings	Buildings -specialised	Buildings specialised	Building improvements	Total Buildings	Work in progress	Total Property
At fair value 1 July 2017	6,982	280,233	-	287,215	27,007	121,289	-	7,979	156,275	5,226	448,716
Accumulated depreciation at 1 July 2017	-	-	(2,350)	(2,350)	(655)	(2,350)	-	(303)	(3,308)	-	(3,308)
	6,982	280,233	-	287,215	26,352	118,939	-	7,676	152,967	5,226	445,408
Movements in fair value											
Acquisition of assets at fair value	2	-	-	2	-	-	-	-	-	18,334	18,336
Contributed assets at fair value	1,746	1,662	-	3,408	-	-	-	-	-	-	3,408
Transfers from work in progress	-	5,998	1,095	7,093	754	7,749	-	2,036	10,539	(11,634)	-
Revaluation increments/decrements	-	-	-	5,998	2,974	(3,429)	-	(7,979)	(8,434)	-	(2,436)
Fair value increments/decrements *	(482)	(32)	-	(514)	-	-	-	-	-	-	(514)
Found assets [^]	-	2,552	-	2,552	-	(125)	-	-	(125)	-	2,552
Fair value of assets disposed	-	-	-	-	-	-	-	-	-	-	(125)
Transfers	-	-	567	567	-	-	-	-	-	188	755
	1,266	10,180	1,662	13,108	3,728	4,195	-	(5,943)	1,980	6,888	21,976
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	-	(676)	(2,952)	-	(236)	(3,864)	-	(3,864)
Accumulated depreciation of disposals	-	-	-	-	-	5	-	-	5	-	5
Transfers	-	-	-	-	(55)	-	-	55	-	-	-
Accumulated depreciation fair value adjustment	-	-	-	-	1,386	5,297	-	484	7,167	-	7,167
	-	-	-	-	655	2,350	-	303	3,308	-	3,308
At fair value 30 June 2018	8,248	290,413	1,662	300,323	36,735	125,484	-	2,036	158,255	12,114	470,692
Accumulated depreciation at 30 June 2018	-	-	-	-	-	-	-	-	-	-	-
	8,248	290,413	1,662	300,323	36,735	125,484	-	2,036	158,255	12,114	470,692

* The fair value decrement on Land represents the difference between the agreed value of assets given to Council as subdividers contributions during the 2018 financial year and the fair value of those assets (as valued by Opteon (Vic)) based on their best purpose when in the hands of Council.

[^] Operating activities during the year identified further assets owned by Council that were not reflected in the fixed asset register. Advar cements in technologies, GIS Mapping, and improved asset management practices, allow for better identification and recognition of Council assets (refer Note 8.3).

Note 5.1 Property, Infrastructure, Plant and Equipment (cont'd)

(b) Plant and Equipment

	Note	Art works and heritage collections	Heritage plant and equipment	Plant machinery and equipment	Fixtures and fittings and furniture	Computers and telecoms	Library books	Work in progress	Total Plant and equipment
At fair value 1 July 2017		93,901	-	27,277	1,824	10,319	6,970	12	140,303
Accumulated depreciation at 1 July 2017		-	-	(12,661)	(1,476)	(8,140)	(4,574)	-	(26,851)
		93,901	-	14,616	348	2,179	2,396	12	113,452
Movements in fair value									
Acquisition of assets at fair value		55	-	2,099	179	310	383	172	3,198
Contributed assets at fair value		844	-	29	-	15	-	-	888
Transfers from work in progress		-	-	21	-	-	-	(21)	-
Revaluation increments/decrements		-	-	-	-	-	-	-	-
Found assets		-	-	-	-	-	-	-	-
Fair value of assets disposed		-	-	(1,402)	(9)	-	-	-	(1,411)
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-
Transfers		-	-	-	-	-	-	9	9
		899	-	747	170	325	383	160	2,684
Movements in accumulated depreciation									
Depreciation and amortisation	3.3	-	-	(2,718)	(79)	(684)	(380)	-	(3,861)
Accumulated depreciation of disposals		-	-	1,379	9	-	-	-	1,388
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-
Transfers		-	-	-	-	-	-	-	-
		-	-	(1,339)	(70)	(684)	(380)	-	(2,473)
At fair value 30 June 2018		94,800	-	28,024	1,994	10,644	7,353	172	142,987
Accumulated depreciation at 30 June 2018		-	-	(14,000)	(1,546)	(8,824)	(4,954)	-	(29,324)
		94,800	-	14,024	448	1,820	2,399	172	113,663

Note 5.1 Property, Infrastructure, Plant and Equipment (cont'd)

(c) Infrastructure

Note	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Waste management	Parks open spaces and streetscapes	Aerodromes	Off-street car parks	Other infrastructure	Work In progress	Total Infrastructure
At fair value 1 July 2017	504,889	27,597	49,438	251,986	44,128	7,505	1,091	-	6,614	32,355	10,458	936,061
Accumulated depreciation at 1 July 2017	(13,905)	(430)	(1,356)	(2,997)	(2,315)	(4,948)	-	-	(146)	(1,339)	-	(27,436)
	490,984	27,167	48,082	248,989	41,813	2,557	1,091	-	6,468	31,016	10,458	908,625
Movements in fair value												
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	-	-	42,841	42,841
Contributed assets at fair value ~	10,781	-	2,240	13,848	88	-	414	-	-	102	-	27,473
Transfers from work in progress	37,997	9	1,222	1,031	4,591	-	1,051	-	294	2,070	(48,265)	-
Revaluation increments/decrements *	(18,575)	6,006	(875)	18,181	(3,272)	(4,948)	-	-	(270)	(1,867)	-	(5,620)
Found assets ^	707	357	104	5	-	-	-	-	-	345	-	1,518
Fair value of assets disposed	-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	55	-	(55)	-	-	-	(567)	-	-	-	(197)	(764)
	30,965	6,372	2,636	33,065	1,407	(4,948)	898	-	24	650	(5,621)	65,448
Movements in accumulated depreciation												
Depreciation and amortisation	(13,696)	(550)	(1,409)	(3,061)	(2,402)	(1,278)	-	-	(89)	(1,385)	-	(23,970)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements *	13,905	430	1,356	2,997	2,315	4,948	-	-	46	1,339	-	27,436
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	209	(120)	(53)	(64)	(87)	3,670	-	-	(43)	(46)	-	3,466
At fair value 30 June 2018	535,854	33,969	52,074	285,051	45,535	2,557	1,989	-	6,638	33,005	4,837	1,001,509
Accumulated depreciation at 30 June 2018	(13,696)	(550)	(1,409)	(3,061)	(2,402)	(1,278)	-	-	(89)	(1,385)	-	(23,970)
	522,158	33,419	50,665	281,990	43,133	1,279	1,989	-	6,449	31,620	4,837	977,539

* The full amount of the infrastructure revaluation increment has not been transferred to the asset revaluation reserves due to a decrement in the revaluation of the Recreation, leisure and community assets, and Carparking assets fully diminishing the Recreation and Open Space, and Off-street Car Park reserves (refer Note 8.1). An amount of \$1.084m has been recorded as an expense in the Comprehensive Income Statement as required by AASB 1041 (refer Note 3.6).

^ During the asset revaluation process, Council identified further assets owned that were not reflected in the fixed asset register. Advancements in technologies, including GIS Mapping, utilised by Council as well as improved asset management practices, allow for better identification and recognition of Council assets (refer Note 8.3).

~ During the financial year it was uncovered that a number of infrastructure assets totalling \$6.7 million that had been transferred to Council related to previous reporting periods. Council recognises there has been an understatement in prior year totals, but has made the assessment that due to the amount being less than 1% of Council's written down value of infrastructure assets, in this instance, the amount does not warrant adjusting prior year comparative figures and current year opening balances (refer also Note 2.5).

Note 5.1 Property, infrastructure, plant and equipment (cont.)

(d) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

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

In accordance with Council's policy, the threshold limits detailed in Note 5.1 have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Land under roads

Land under roads acquired after 30 June 2008 is brought to account using the fair value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report, consistent with AASB 1051.

Depreciation and amortisation 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 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.

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.

Impairment of assets

At each reporting date, 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 assets 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.

Note 5.1 Property, infrastructure, plant and equipment (cont.)
Valuation of Land and Buildings

Valuations 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.

The date of the current valuation is detailed in the following table. Council is now undertaking a full revaluation of its land and buildings on a biennial cycle.

Details of Council's Land and Buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	-	290,413	June 2018
Specialised land	-	-	8,248	June 2018
Land improvements	-	-	1,662	June 2018
Heritage buildings	-	-	30,735	June 2018
Buildings	-	-	125,484	June 2018
Building improvements	-	2,036	-	June 2018
Total	-	2,036	456,542	

Valuation of Infrastructure

Valuation of Infrastructure assets has been determined in accordance with a valuation undertaken by the Council's Infrastructure Engineer and suitably qualified consultants engaged by Council.

The date of the current valuation is detailed in the following table. A combination of direct cost unit rate values and index based unit rate cost movements (Australian Bureau of Statistics data and Rawlinson's Construction Cost Guide) has been used in valuing Council's Infrastructure assets. Council revalues its infrastructure assets every year.

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

Note 5.1 Property, infrastructure, plant and equipment (cont.)

Details of Council's Infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	522,158	July 2017
Bridges	-	-	33,419	July 2017
Footpaths and cycleways	-	-	50,665	July 2017
Drainage	-	-	281,990	July 2017
Recreational, leisure and community facilities	-	-	43,133	July 2017
Waste management	-	-	1,279	July 2017
Parks, open space and streetscapes	-	-	1,989	July 2017
Aerodromes	-	-	-	July 2017
Off-street car parks	-	-	6,449	July 2017
Other infrastructure	-	-	31,620	July 2017
Total	-	-	972,702	

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.

	2018 \$'000	2017 \$'000
Reconciliation of specialised land		
Land under roads	8,248	6,982
Total specialised land	8,248	6,982

Note 6 People and relationships
Note 6.1 Council and key management remuneration
(a) Related Parties
Parent Entity

Ballarat City Council

Subsidiaries and Associates

Nil

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of Key Management Personnel at any time during the year are:

	2018 No.	2017 No.
Councillors		
Samantha McIntosh (Mayor)		
Amy Johnson		
Belinda Coates		
Ben Taylor		
Daniel Moloney		
Des Hudson		
Grant Tillett		
Jim Rinaldi		
Mark Harris		
Total Number of Councillors	9	13

Other Key Management Personnel

Justine Linley (Chief Executive Officer)
 Angelique Lush (Director Development and Planning)
 Cameron Gray (Director Policy & Innovation)
 Glenn Kallio (Director Business Services)
 Neville Ivey (Director Community Development)
 Terry Demeo (Director Infrastructure and Environment)

Total Other Key Management Personnel	6	7
Total Key management personnel	15	20

(c) Remuneration of Key Management Personnel

	2018 \$,000	2017 \$,000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,325	1,687
Post employment benefits	158	106
Long-term benefits	35	12
Termination benefits	-	-
Total Remuneration of key management personnel	1,518	1,805

Note 6.1 Council and key management remuneration (cont.)

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2018 No.	2017 No.
Income Range:		
<\$20,000	-	4
\$20,000 - \$29,999	-	8
\$30,000 - \$39,999	8	-
\$40,000 - \$49,999	-	1
\$70,000 - \$79,999	-	1
\$100,000 - \$109,999	1	-
\$180,000 - \$189,999	-	1
\$220,000 - \$229,999	2	1
\$230,000 - \$239,999	2	-
\$240,000 - \$249,999	-	3
\$260,000 - \$269,999	1	-
\$320,000 - \$329,999	1	1
	15	20

(d) Senior Officer Remuneration

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$145,000

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

	2018 No.	2017 No.
Income Range:		
\$145,000 - \$149,999	3	1
\$150,000 - \$159,999	1	5
\$160,000 - \$169,999	7	4
\$170,000 - \$179,999	3	1
\$180,000 - \$189,999	2	4
\$190,000 - \$199,999	-	-
\$210,000 - \$219,999	1	-
\$280,000 - \$289,999	1	-
	18	15
	\$,000	\$,000
Total Remuneration for the reporting year for Senior Officers included above, amounted to	3,144	2,495

Note 6.2 Related party disclosures

(a) Transactions with related parties

No material transactions to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2018.

(b) Outstanding balances with related parties

No material transactions with outstanding balances to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2018.

(c) Loans to/from related parties

No loans to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2018.

(d) Commitments to/from related parties

No material commitments to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2018.

Note 7 Managing uncertainties

Note 7.1 Contingent assets and liabilities

(a) 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 \$30.881 million (2017/18) and \$22.698 million (2016/17).

Operating lease receivables

Council has entered into property leases consisting of surplus freehold office complexes and other land and buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a Consumer Price Index based revision of the rental charge annually.

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

	2018 \$'000	2017 \$'000
Not later than one year	1,239	1,509
Later than one year and not later than five years	3,994	6,038
Later than five years	4,992	7,547
	10,225	15,094

(b) Contingent liabilities

Contingent liabilities

Defined benefit superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined in Note 8.4. 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.

(c) Guarantees for loans to other entities

Financial guarantees

On the 22 July 1996, Council entered into a Guarantee with the Australian and New Zealand Banking Group Limited and Basketball Stadiums Victoria Co-Operative Limited for a bank loan to finance Ballarat Netball Stadium (Arch Sports Centre). The Guarantee is limited to the current level of borrowings of \$400,000 and cannot be exercised for any further borrowings without Council's written consent. A contingent liability therefore exists for this amount.

Note 7.2 Changes in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018/19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Note 7.2 Changes in accounting standards (cont.)

Financial Instruments (AASB 9) (applies 2018/19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has a significant number of operating leases that will be impacted as a result of this change. At this time, Council has not made an approximation of the expected recognition of assets and liabilities.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

Note 7.3 Financial instruments

(a) Objectives and policies

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 the Notes of the financial statements. Risk management is carried out by senior management under policies approved by 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. Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Note 7.3 Financial instruments (cont.)

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

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

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 7.1.

(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.

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 7.1 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 4.4.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.50% and -0.50% in market interest rates (AUD) from year-end rates of 1.50%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 7.4 Fair value measurement

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

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.

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.

Note 7.4 Fair value measurement (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.

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

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense, in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the same year are offset.

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	2 Years
Land	2 Years
Recreation and open spaces	Annually
Infrastructure	Annually
Artworks and heritage	5 Years

Valuation of Land and Buildings as at 30 June 2018 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 2017.

The valuation of Artworks was performed by Simon Storey Values MAVAA and are valued at net realisable value at 30 June 2016.

The valuation of Recreation and Open Space was performed by Council's Infrastructure Engineer and are valued at written down current replacement cost at 1 July 2017.

Note 7.4 Fair value measurement (cont.)*Eureka Flag*

Whilst Council has control over the Eureka Flag, it has not been included in the financial statements as uncertainty exists to the appropriateness of its carrying value. This is due to the unique nature of this asset and the absence of a realistic market value.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 7.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 8 Other matters
Note 8.1 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserve			
2018			
Land	231,975	5,998	237,973
Buildings	19,900	(5,627)	14,273
Heritage buildings	5,141	4,360	9,501
Artwork and heritage collections	58,015	-	58,015
Plant and equipment	1,937	-	1,937
Roads	93,452	(4,670)	88,782
Bridges	7,882	6,436	14,318
Footpaths	13,891	483	14,374
Drainage	34,142	21,178	55,320
Recreation, leisure and community assets	-	-	-
Parks and open spaces	-	-	-
Carparks	-	-	-
Other infrastructure	5,817	(526)	5,291
Total Asset revaluation reserves	472,152	27,632	499,784

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserve			
2017			
Land	231,975	-	231,975
Buildings	19,900	-	19,900
Heritage buildings	5,141	-	5,141
Artwork and heritage collections	58,015	-	58,015
Plant and equipment	1,937	-	1,937
Roads	168,154	(74,702)	93,452
Bridges	8,271	(389)	7,882
Footpaths	13,070	821	13,891
Drainage	66,779	(32,637)	34,142
Recreation, leisure and community assets	3,507	(3,507)	-
Parks and open spaces	-	-	-
Carparks	1,670	(1,670)	-
Other infrastructure	7,158	(1,341)	5,817
Total Asset revaluation reserves	585,577	(113,425)	472,152

Note 8.1 Reserves (cont.)

	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
2018				
Asset realisation reserve	463	785	-	1,248
Plant and equipment	5,063	2,845	1,558	6,350
Subdividers contributions	88	1,026	476	638
Developer contributions	1,083	1,482	1,089	1,476
Total Other reserves	6,697	6,138	3,123	9,712
2017				
Asset realisation reserve	463	-	-	463
Plant and equipment	4,240	2,821	1,998	5,063
Balhausen organ	2	-	2	-
Subdividers contributions	26	801	739	88
Developer contributions	1,566	296	779	1,083
Total Other reserves	6,297	3,918	3,518	6,697

2018
\$'000 **2017**
\$'000

Note 8.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

Profit/(loss)	66,143	51,200
Depreciation/amortisation	31,806	31,806
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(886)	(243)
Contributions - Non-monetary assets	(31,355)	(22,807)
Interest and other costs of finance	2,211	2,349
Revaluation (income)/expense	1,083	27,042
Movement in GST payment	5,787	5,942
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	15,500	(12,673)
(Increase)/decrease in other assets	(4,835)	8,242
Increase/(decrease) in trade and other payables	(2,732)	(8,812)
(Increase)/decrease in inventories	(67)	95
Increase/(decrease) in provisions	(535)	(25)
Net Cash provided by/(used in) operating activities	82,120	82,116

Note 8.3 Found assets

During the annual revaluation process, Council identified further assets owned that were not reflected in the Fixed Asset Register. Advancements in technologies, including GIS mapping, utilised by Council allow for greater recognition and management of Council assets. In 2018 assets to the value of \$4,069,700 were found (2017 - \$871,098) that were not reflected in the Asset Register.

Found assets	2018 \$'000	2017 \$'000
Land and Buildings		
Land	2,552	-
Land under roads	-	144
Infrastructure		
Roads	707	326
Bridges	357	25
Footpaths and cycleways	104	144
Drainage	5	178
Recreational, leisure and community	-	9
Other infrastructure	345	47
Total Found assets	4,070	873

Note 8.4 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2017, a full triennial actuarial investigation was completed. The Vested Benefit Index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 6.50% pa

Salary inflation 3.50% pa

Price inflation (CPI) 2.50% pa.

Vision Super has advised that the estimated VBI at 30 June 2018 was 106.0%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 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 2017 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5% of members' salaries (9.5% in 2016/17). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Note 8.4 Superannuation (cont.)

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2017 triennial actuarial investigation surplus amounts

The Fund's triennial actuarial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$69.8 million; and
- A total service liability surplus of \$193.5 million.
- A discounted accrual benefits surplus of \$228.8 million.

The VBI surplus means that the market value of the Fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017. Council was notified of the 30 June 2017 VBI during August 2017.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

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

2018 interim actuarial investigation

An interim investigation will be conducted for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in December 2018.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 is \$468,000.

PERFORMANCE REPORT

CITY OF BALLARAT PERFORMANCE STATEMENT 2018

BALLARAT A GREAT PLACE TO LIVE

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

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

Ballarat has an estimated population of 105,328 people in 2018 (source: ABS Census, 2018). Due to being located centrally in Western Victoria, Ballarat services a large regional population. Ballarat offers premium job opportunities, world-class education (including three universities), affordable housing, exciting restaurants and retail options, accessible community and health services, a vibrant arts scene and a great lifestyle.

The following performance data is prepared to represent a balanced approach to reporting performance across the areas of service, finance, governance and sustainable capacity for the organisation.



AUDITED PERFORMANCE INDICATORS

Sustainable Capacity Indicators		Results 2015	Results 2016	Results 2017	Results 2018	Comments
Population						
C1	Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,397.31	\$1,491.74	\$1,730.25	\$1,517.21	The trend is tracking along as expected at a slight increase, the reason for the larger spike in the 2017FY is due to a targeted analysis on unit rates on Sport & Recreation Facilities which has resulted in a considerable writedown of values in these asset categories.
C2	Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$12,660.42	\$12,427.15	\$11,352.67	\$11,977.55	
C3	Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	72.25	72.86	73.80	74.37	
Own-source revenue						
C4	Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,275.81	\$1,310.86	\$1,332.67	\$1,368.15	
Recurrent grants						
C5	Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$314.53	\$221.46	\$346.05	\$272.96	The 2014-15FY & 2016-17FY, the City of Ballarat received 50% of the Financial Assistance Grants for the following Financial Year. If amounts had been received in relevant Financial year's this trend would be quiet smooth.
Disadvantage						
C6	Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	4.00	4.00	4.00	4.00	

AUDITED PERFORMANCE INDICATORS

Service Performance Indicators		Results 2015	Results 2016	Results 2017	Results 2018	Comments
Aquatic Facilities						
Utilisation						
AF6	Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	6.25	6.65	6.22	5.68	Despite the many changes that have occurred across our aquatic facilities (such as taking back the management of the BALC in Sept 2015FY, realigning software to get accurate results and the discontinuation of some services) this indicator has remained very consistent.
Animal Management						
Health and safety						
AM4	Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	9.00	8.00	7.00	3.00	This indicator has remained constant over the first three financial years, in 2018FY there have been a smaller number of cases that required prosecution. However, all three cases were very large prosecutions.
Food Safety						
Health and safety						
FS4	Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	81.00%	95.88%	100.00%	95.45%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. Separate follow-up inspections are not always practical with non-compliances identified at events or markets which account for the majority of major non-compliances without a separate follow-up inspection. These are commonly followed up with education and/or immediate corrective action. The food business operator is also recorded as non-compliant with their registering authority to aid further monitored through the StreaTrader system.

AUDITED PERFORMANCE INDICATORS

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Comments
<p>Governance Satisfaction</p> <p>G5 Satisfaction with council decisions</p> <p><i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i></p>	47.00	51.00	57.00	55.00	This continues to be a positive result within acceptable tolerances that is underpinned by Council's ongoing commitment to consultation and engagement. Some specific examples of the community's perceptions of poor performance focus on the Civic Hall and infrastructure decisions.
<p>Home and Community Care (HACC) Participation</p> <p>HC6 Participation in HACC service</p> <p><i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i></p>	20.00%	18.83%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>Home and Community Care (HACC) Participation</p> <p>HC7 Participation in HACC service by CALD people</p> <p><i>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</i></p>	12.00%	11.45%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>Libraries Participation</p> <p>LB4 Active library members</p> <p><i>[Number of active library members / Municipal population] x100</i></p>	18.00%	13.66%	12.92%	12.43%	From the 2016FY, the SIRSI Dynix system has upgraded its analytics system which has provided greater accuracy on the data in regards to active members. The older platform listed all members that have had any activity in the financial year. Whereas, from the 2016FY it allows us to narrow the list down to members who have borrowed a book in each financial year. From the 2016FY, We have then accessed the E-book providers and included them as they were not available for the 2015FY.
<p>Maternal and Child Health (MCH) Participation</p> <p>MC4 Participation in the MCH service</p> <p><i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i></p>	78.00%	77.41%	78.30%	73.36%	The MCH Service has experienced significant service interruptions relating to current building & refurbishment projects. This has included relocation of staff and site closures with some client impact. In addition, some usual activities to increase MCH participation have been suspended due to lack of service options.

AUDITED PERFORMANCE INDICATORS

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018	Comments
<p>Maternal and Child Health (MCH) Participation</p> <p>MC5 Participation in the MCH service by Aboriginal children</p> <p><i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i></p>	51.00%	60.96%	54.88%	55.43%	The lower percentage in the participation of Aboriginal children in the MCH service, is due to the fact that the Local Aboriginal co-operative runs a similar MCH service. They can access both services or choose either one of these services. We still by law receive every birth notification however, we have a lower intake of the MCH program due to some people choosing the local aboriginal co-operative MCH program only.
<p>Roads Satisfaction</p> <p>R5 Satisfaction with sealed local roads</p> <p><i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i></p>	56.00	58.90	55.00	58.60	In the 2017FY, the City of Ballarat experienced a wetter than normal start to the Financial Year, which led to more road deterioration (e.g. potholes) and in turn led to less satisfaction on our sealed roads
<p>Statutory Planning Decision making</p> <p>SP4 Council planning decisions upheld at VCAT</p> <p><i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i></p>	44.00%	57.14%	100.00%	63.64%	In both the 2016FY & 2018FY, there were decisions which Council overturned the officer's recommendations. VCAT then overturned the council decision and supported the original officer's recommendation. Whereas, in the 2017FY VCAT, Council and officer recommendations have all agreed on each decision.
<p>Waste Collection Waste diversion</p> <p>WC5 Kerbside collection waste diverted from landfill</p> <p><i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i></p>	35.00%	32.43%	48.96%	47.14%	From the 2017FY, we have introduced our own green waste service, this has increased the amount of tonnages being diverted from landfill, due to green waste not been included in the prior financial year's figures, as it wasn't a service provided by council.

FINANCIAL PERFORMANCE INDICATORS - EFFICIENCY										
Efficiency	Results 2015	Results 2016	Results 2017	Results 2018	Forecasts				Comments	
					2019	2020	2021	2022		
Revenue level										
E1	Average residential rate per residential property assessment <i>[Residential rate revenue / Number of residential property assessments]</i>	\$1,398.30	\$1,457.64	\$1,592.20	\$1,660.64	\$1,746.60	\$1,762.29	\$1,743.98	\$1,761.75	
Expenditure level										
E2	Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>	\$2,919.29	\$3,012.49	\$3,505.42	\$3,073.17	\$3,120.04	\$3,183.80	\$3,116.34	\$3,145.96	The trend is tracking along as expected at a slight increase, the reason for the spike in the 2017FY is due to a targeted analysis on unit rates on Sport & Recreation Facilities which has resulted in a considerable writedown of values in these asset categories.
Workforce turnover										
E3	Resignations and terminations compared to average staff <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	8.36%	11.41%	13.11%	12.32%	6.10%	6.10%	6.10%	6.10%	The higher results over the last few financial years are a result of more retirements occurring as we have an ageing workforce. We have also had the closure of Kohinoor in the 2017FY, changes to BALC Creche which between them resulted in 9 redundancies. There were also some minor restructures resulting in redundancies with the implementation of the new structure in August 2016.

FINANCIAL PERFORMANCE INDICATORS - LIQUIDITY										
Liquidity	Results 2015	Results 2016	Results 2017	Results 2018	Forecasts				Comments	
					2019	2020	2021	2022		
Working capital										
L1	Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>	201.08%	264.33%	263.93%	275.63%	104.60%	108.94%	112.94%	108.10%	
Unrestricted cash										
L2	Unrestricted cash compared to current liabilities <i>[Unrestricted cash / Current liabilities] x100</i>	24.14%	-66.29%	-41.72%	-142.37%	53.62%	56.25%	57.55%	51.75%	The reason for the indicator being in a negative is due to the fact that we cannot include cash held in term deposits that are invested for longer than 90 days in the cash and cash equivalent section as per the financial statement's definition. The forecast trends do not take into account what time period the investments will be held for.

FINANCIAL PERFORMANCE INDICATORS - OBLIGATIONS										
Obligations	Results 2015	Results 2016	Results 2017	Results 2018	Forecasts				Comments	
					2019	2020	2021	2022		
Asset renewal										
O1	Asset renewal compared to depreciation <i>[Asset renewal expense / Asset depreciation] x100</i>	48.80%	101.98%	82.88%	90.09%	90.54%	71.09%	71.09%	70.77%	
Loans and borrowings										
O2	Loans and borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x100</i>	36.55%	49.20%	45.86%	39.70%	36.99%	32.21%	30.31%	29.28%	The decreasing trend is due to no additional funds being borrowed in the 2018FY.
Loans and borrowings										
O3	Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	7.27%	10.49%	5.98%	6.00%	5.26%	5.22%	4.97%	4.51%	
Indebtedness										
O4	Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i>	22.01%	37.09%	35.13%	31.18%	29.71%	25.91%	24.82%	23.68%	The decreasing trend is due to no additional funds being borrowed in the 2018FY.

FINANCIAL PERFORMANCE INDICATORS - OPERATING POSITION										
Operating Position	Results 2015	Results 2016	Results 2017	Results 2018	Forecasts				Comments	
					2019	2020	2021	2022		
Adjusted underlying result										
OP1	Adjusted underlying surplus (or deficit) <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	13.58%	4.02%	-1.67%	9.37%	13.95%	8.96%	8.43%	8.58%	In the 2017FY, we had a considerable increase in capital grants and non monetary contributions due to projects such as Eureka Stadium and Ballarat West.

FINANCIAL PERFORMANCE INDICATORS - STABILITY										
Stability	Results 2015	Results 2016	Results 2017	Results 2018	Forecasts				Comments	
					2019	2020	2021	2022		
Rates concentration										
S1	Rates compared to adjusted underlying revenue <i>[Rate revenue / Adjusted underlying revenue] x100</i>	55.93%	61.99%	59.27%	62.42%	60.07%	63.28%	64.90%	65.27%	
Rates effort										
S2	Rates compared to property values <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	0.56%	0.59%	0.59%	0.61%	0.60%	0.60%	0.61%	0.61%	

KEY TERMS

TERMINOLOGY	DEFINITION
Aboriginal child	means a child who is an Aboriginal person.
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
Active library member	means a member of a library who has borrowed a book from the library
Adjusted underlying revenue	means total income other than: (a) non-recurrent grants used to fund capital expenditure; and, (b) non-monetary asset contributions; and, (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).
Adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
Annual report	means an annual report prepared by a Council under sections 131, 132 and 133 of the Local Government Act 1989.
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
CALD	means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
Class 1 food premises	means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act
Class 2 food premises	means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act.
Community Care Common Standards	means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth.
Critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health.
Current assets	has the same meaning as in the Australian Accounting Standards
Current liabilities	has the same meaning as in the Australian Accounting Standards
Food premises	has the same meaning as in the Food Act 1984
HACC program	means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
HACC service	means home help, personal care or community respite provided under the HACC program
Infrastructure	means non-current property (excluding land), plant and equipment.
Local road	means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.
Major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.
MCH	means the Maternal and Child Health service provided by a council to support the health and development of children within the municipality from birth until school age.
Non-current assets	means all assets other than current assets
Non-current liabilities	means all liabilities other than current liabilities
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
Own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
Population	means the resident population estimated by council.
Rate revenue	means revenue from general rates, municipal charges, service rates and service charges
Recurrent grant	means a grant other than a non-recurrent grant
Relative socio-economic disadvantage	in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio- Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.
Residential rates	means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
Restricted cash	means cash and cash equivalents, within the meaning of the Australian Accounting Standards, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website.
Target population	has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth
Unrestricted cash	means all cash and cash equivalents other than restricted cash.
WorkSafe reportable aquatic facility safety incident	means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

OTHER INFORMATION

Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

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

The Performance Statement presents the actual results for the current year for the prescribed financial performance indicators and measures the results forecast by the Council's Strategic Resource Plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by council in its strategic resource plan on 27 June 2018 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: 12th September 2018

In our opinion, the accompanying Performance Statement of the *City of Ballarat* for the year ended 30 June 2018 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.

Samantha McIntosh

Councillor

Dated: 12th September 2018



Grant Tillett

Councillor

Dated: 12th September 2018



Justine Linley

Chief Executive Officer

Dated: 12th September 2018

Independent Auditor’s Report

To the Councillors of Ballarat City Council

Opinion	<p>I have audited the accompanying performance statement of Ballarat City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2018 • sustainable capacity indicators for the year ended 30 June 2018 • service performance indicators for the year ended 30 June 2018 • financial performance indicators for the year ended 30 June 2018 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of Ballarat City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor’s responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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

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

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

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

MELBOURNE
17 September 2018


Tim Loughnan
as delegate for the Auditor-General of Victoria

APPENDIX

Advisory and Non Advisory Committees Groups and Organisations

Advisory committees

Committee	Councillors	Officers
Ascot Hall Committee	1	1
Ballarat Airport/Aerodrome Advisory Committee	3	1
Ballarat Heritage Advisory Committee	2	1
Ballarat Livestock Selling Centre Advisory Committee	1	1
Ballarat Live Music Strategy Advisory Committee	3	-
Ballarat Municipal Observatory Advisory Committee	1	1
Ballarat Regional Soccer Facility Advisory Committee	2	2
Ballarat West Structure Plan Advisory Committee	1	1
Brown Hill Hall Committee	1	1
Buninyong Community Hall Committee	1	1
Burrumbeet Soldiers Memorial Hall Committee	1	1
Cardigan Village Community Centre Advisory Committee	1	1
Child Friendly Ballarat Advisory Committee	1	1
Clean Ballarat Committee	2	-
Community Safety Advisory Committee	4	1
Disability Advisory Committee	1	1
Intercultural Advisory Committee	2	1
Koorie Engagement Action Group Advisory Committee	1	1
Lake Learmonth Advisory Committee	1	1
Lake Wendouree and Gardens Advisory Committee	3	1
Miners Rest Hall Advisory Committee	1	1
Mt Buninyong Reserve Advisory Committee	1	3
Positive Ageing Advisory Committee	1	1
Public Art Advisory Committee	3	1
Road Safety Advisory Committee	2	1
Sebastopol RSL Hall Advisory Committee	1	1
Water Resources Committee	1	1

Non-advisory committees

Committee	Councillors	Officers
Active Transport Working Group	2	1

Groups and organisations

Committee	Councillors	Officers
Arch of Victory/Avenue of Honour Advisory Committee	3	1
Art Gallery of Ballarat Board	1	1
Australian Local Government Women's Association (ALGWA) n/a	2	-
Ballarat Regional Tourism Board	1	1
Castlemaine (Mine) Environmental Advisory Committee	1	1
Central Highlands Mayors' and CEOs' Forum	1	1
Central Victorian Greenhouse Alliance	1	1
Commerce Ballarat	1	1
Committee for Ballarat	1	1
Grampians Central West Waste and Resource Recovery Group	1	1
Local Learning Education Network	1	1
Municipal Association of Victoria (MAV)	1	1
MAV Rural South Central Region Group	1	1
MAV Arts and Culture Committee	-	1
MAV Multicultural Committee	-	1
Rail Freight Alliance Committee		1
Regional Cities Group	1	1
Regional Motor Sports Facility Group	3	1
Responsible Gambling Committee	1	1
Sunraysia Highway Improvement Committee	1	-
Victorian Local Governance Association (VLGA)	2	1
Western Highway Action Committee	1	1

Committees established under other Acts

Committee	Councillors	Officers
Ballarat West Town Common	All (as Trustees)	1
Coghills Creek/Glendaruel Cemetery	All (as Trustees)	1
Learmonth Cemetery	All (as Trustees)	1
Municipal Emergency Management Planning Committee	1	1
Municipal Fire Management Planning Committee	1	1

City of Ballarat's commitment to good Governance

Under the *Local Government Act 1989*, elected Councils are constituted to provide leadership for the good governance of the municipal district and the local community.

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

We are NRS-Friendly

If you have a hearing 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 jprelay.com.au/call/index.aspx then ask for 03 5320 5500
- ReadSpeaker text-to-speech service is available at ballarat.vic.gov.au

Customer Service

 03 5320 5500

Monday – Friday

8.15am–5pm

 info@ballarat.vic.gov.au

The Phoenix Building
Customer Service Centre


 25 Armstrong Street South
Ballarat Central

Town Hall Office

 Corner Sturt and Armstrong Street South
Ballarat Central

Post

City of Ballarat

 PO Box 655 Ballarat
Victoria 3353

