

OFFICIAL

# **Council Meeting**

## **Agenda**

**27 October 2021 at 6:30pm**

## **Virtual Meeting**





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

This meeting is being broadcast live on the internet and the recording of this meeting will be published on council's website [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au) in the days following the meeting.

Although every effort has been made to protect the privacy of the public, members of the public participating in this meeting may be filmed. By participating once the meeting commences, members of the public give their consent to being recorded, and for the recording of them to be made publicly available and used by council.

Information about broadcasting and publishing recordings of council meetings is available in council's Live Broadcasting and Recording of Council Meetings Procedure which is available on the council's website.

## PUBLIC SUBMISSIONS

1. Due to COVID-19 restrictions around public gatherings the following has been put in place.
2. Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
3. Submissions must also be submitted in writing to [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) by no later than 4.30pm on the day of Council meeting; and limited to no more than 200 words that will be read out by the Chief Executive Officer or nominated delegate at the meeting prior to the matter being considered by Council.
4. If you would like to make your submission personally at the Virtual Council Meeting, please contact [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) to arrange this.

**ORDER OF BUSINESS:**

|   |           |
|---|-----------|
| <b>1. Opening Declaration.....</b>  | <b>6</b>  |
| <b>2. Apologies For Absence.....</b>  | <b>6</b>  |
| <b>3. Disclosure Of Interest .....</b>  | <b>6</b>  |
| <b>4. Matters Arising From The Minutes.....</b>                                   | <b>6</b>  |
| <b>5. Confirmation Of Minutes.....</b>  | <b>7</b>  |
| <b>6. Public Question Time &amp; Petitions .....</b>                              | <b>7</b>  |
| 6.1. Petition: Stop Planned New Cafe/Catering Operations for Council Venues ..... | 8         |
| <b>7. Chief Executive Officer Report.....</b>                                     | <b>9</b>  |
| 7.1. Chief Executive Officer Report.....  | 9         |
| <b>8. Officer Reports.....</b>  | <b>12</b> |
| 8.1. Annual Report.....   | 12        |
| 8.2. PLP/2021/158 Lake Lighting.....  | 158       |
| 8.3. RAV/Creative City Grant.....   | 215       |
| 8.4. Strategic Partnership Program Applications .....                             | 228       |
| 8.5. Business and Community Support Package.....                                  | 239       |
| 8.6. Tender 2021/22-43 Sturt Street Bike Path.....                                | 245       |
| 8.7. Tender 2021/22-18 Victoria Park Pavilion Construction .....                  | 334       |
| 8.8. Tender 2021/22-163 Cuthberts Road Reconstruction (Burrumbeet-Smarts Hill)    | 339       |
| 8.9. City of Ballarat Financial Plan 2021-2031 .....                              | 394       |
| 8.10. Gaming Policy Review .....  | 439       |
| 8.11. Adoption of Procurement Policy.....   | 451       |
| 8.12. Committee of Management - 4 Havelock Street.....                            | 494       |



|  |            |
|--|------------|
| 8.13. LGBTIQA+ Advisory Committee Membership .....   | 500        |
| 8.14. Community Asset Committee Performance and Activities.....                                  | 504        |
| 8.15. Contracts Approval Delegated Committee Minutes .....                                       | 514        |
| 8.16. Audit and Risk Committee Bi-Annual Report .....  | 536        |
| 8.17. S6 Instrument of Delegation - Members of Staff.....  | 542        |
| 8.18. S11A Instrument and Appointment and Authorisation .....                                    | 712        |
| 8.19. S11B Instrument of Appointment and Authorisation (Environment Protection Act<br>2017)..... | 722        |
| 8.20. Outstanding Question Time Items .....  | 728        |
| <b>9. Notice Of Motion .....</b>   | <b>735</b> |
| <b>10. Reports From Committees/Councillors .....</b>   | <b>735</b> |
| <b>11. Urgent Business .....</b>   | <b>735</b> |
| <b>12. Section 66 (In Camera) .....</b>  | <b>735</b> |
| <b>13. Close .....</b>   | <b>736</b> |

**The next Meeting of the Ballarat City Council will be held on Wednesday 24 November 2021.**

## 1. OPENING DECLARATION

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

**Mayor:** *"I respectfully acknowledge the Wadawurrung and Dja Dja Wurrung People, the traditional custodians of the land, and I would like to welcome members of the public in the gallery."*

## 2. APOLOGIES FOR ABSENCE

## 3. DISCLOSURE OF INTEREST

## 4. MATTERS ARISING FROM THE MINUTES

## 5. CONFIRMATION OF MINUTES

## 6. PUBLIC QUESTION TIME

Note – all public representations will be heard before each item on the agenda.

### QUESTION TIME

1. Question time has been altered for the City of Ballarat's 27 October 2021 Council meeting due to the COVID-19 restrictions.
2. To ensure the public can still participate in question time, they are asked to now submit their questions in writing.
3. However, no person may submit more than two questions at the 27 October 2021 meeting.
4. The questions must be in English, must be 75 words or less and not include a preamble, other additional material, or multiple parts.
5. Questions must be submitted via email to [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) by no later than 4:30pm on the day of the Council meeting.
6. Question Time will be for a period of 30 minutes.
7. A question may be disallowed if the chair determines that it:
  - Relates to a matter outside of Councils responsibility;
  - Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in
  - language or substance;
  - Deals with a subject matter already answered;
  - Is aimed at embarrassing a Councillor or a member of Council Staff;
  - Contains Confidential information; or
  - Security reasons.
8. A Councillor or the Chief Executive Officer or their delegate may require a question to be taken on notice. If a question is taken on notice, the answer to it must be incorporated in the minutes of Council and a written copy of the answer sent to the person who asked the question.
9. A Councillor or the Chief Executive Officer may advise Council that an answer should be given in a meeting closed to members of the public and explain the reason why.

## **6.1. PETITION: STOP PLANNED NEW CAFE/CATERING OPERATIONS FOR COUNCIL VENUES**

**Division:** Executive Unit  
**Director:** Evan King  
**Author/Position:** Sarah Anstis – Statutory Compliance Officer

### **PURPOSE**

1. To receive a written petition containing 41 signatories requesting Council to “*stop planned new café/catering operations for Council venues*”.

### **BACKGROUND**

2. A petition was received on 16 September 2021 containing 41 signatures.

The petition reads as follows:

“Stop the opening of multiple planned Cafes to Civic Hall and Ballarat Library”

### **KEY MATTERS**

3. Of the 41 signatories contained in the petition, 32 signatories were from within the City of Ballarat municipality, and 9 signatories were not.
4. In accordance with Rule 3.7.4 c) the Chief Executive Officer must arrange for petitions to be submitted to the next practicable meeting following their receipt.

### **OFFICER RECOMMENDATION**

#### **5. That Council:**

##### **5.1 Note the petition be received; and**

##### **5.2 That the petition be referred to the Chief Executive Officer for consideration and response; or**

##### **5.3 That the petition be referred to the Chief Executive Officer for a report to a future Council Meeting.**

### **ATTACHMENTS**

Nil

## 7. CHIEF EXECUTIVE OFFICER REPORT

### 7.1. CHIEF EXECUTIVE OFFICER REPORT

**Division:** Executive Unit  
**Director:** Evan King  
**Author/Position:** Evan King – Chief Executive Officer

#### PURPOSE

1. The CEO's Operational Report highlights issues and outcomes affecting the organisation's performance as it delivers services and implements the Council's strategies and policy decisions.

#### BACKGROUND

2. The Council of the City of Ballarat is responsible for setting the municipality's strategic direction. The CEO of the City of Ballarat is the sole employee of the Council and is responsible for establishing the organisational structure and resource allocation to achieve the objectives set by the Council. This operational report provides greater detail about organisational activities and issues involved with service delivery.

#### KEY MATTERS

3. **Integrated Strategic Planning Framework documents endorsed**  
Victorian Councils are required to prepare a 10-year Financial Plan as part of the Integrated Strategic Planning and Reporting Framework (ISPF) and in accordance with Section 91 of the *Local Government Act 2020*. The City of Ballarat has prepared its Draft 10-year Financial Plan and sought written submissions from members of the public.
4. **Hospitality businesses benefit from new outdoor dining infrastructure**  
Forty-two Ballarat hospitality businesses will have new outdoor dining infrastructure installed, including umbrella sockets and/or glass wind protection barriers. This will allow cafes, hotels, and restaurants to expand their dining footprint – especially due to COVID-19 restrictions – while also protecting patrons from weather conditions. The program is funded by the Victorian Government's Outdoor Dining and Entertainment Package, with the City of Ballarat receiving \$500,000 for both its Outdoor Dining Hub Program and the Outdoor Dining Infrastructure Program. A further \$500,000 has been included in the City of Ballarat's 2021/22 budget to CBD Outdoor Dining and Streetscape Activation.
5. **Making it easier to apply for grants with the City of Ballarat's Grant Finder**  
Community groups and businesses will now be able to easily find and apply for grants with the City of Ballarat's Grant Finder powered by Grant Guru. A search engine finds available grants and filters them by specifying location, industry, and type of project. The portal also assists with advice and top tips for finding and applying for grants.



**6. New look MySay page makes it easier for residents' voices to be heard**

The City of Ballarat has launched a new look MySay website page. The MySay page is one of the City of Ballarat's main community engagement platforms. It provides residents with an opportunity to have their say on current projects, strategies, and initiatives. The new vibrant and colourful look is in response to feedback received from residents over the past year and will be much easier to navigate. MySay will still be accessible from the City of Ballarat website homepage at [ballarat.vic.gov.au](http://ballarat.vic.gov.au).

**7. 1000 Doors & Photo Biennale**

After delayed openings for 1000 Doors and the Photo Biennale it was great to see both of these events open their "Doors" to the public. In a much needed boost to the Visitor Economy both events have seen great Regional Victoria and Local support since opening.

**Ongoing community consultation**

**8. Employment Land Strategy**

Ensuring Ballarat has a sufficient future commercial and industrial land supply is crucial to helping our local economy grow and to provide employment opportunities within the city. To help meet future community needs, the City of Ballarat is undertaking an employment lands review throughout the city to ensure Ballarat will be able to support and grow local industry. The Employment Lands Strategy will build on the relevant economic and employment actions from the Ballarat Strategy 2040, the Prosperity Framework, Circular Ballarat and other local strategic policies. It will be the basis of a planning framework that proactively guides future growth and supports employment delivery to Ballarat.

- Community consultation on draft – closes 15 October 2021
- Submissions review – Mid November 2021
- Employment Land Strategy Report Finalisation – December 2021
- Report to Council 1st Quarter 2022 (After Council briefings on final report)

**OFFICER RECOMMENDATION**

**9. That Council:**

**9.1 Receive and note the CEO's Operational Report.**

**ATTACHMENTS**

1. Governance Review [7.1.1 - 1 page]

## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Chief Executive Officers report is in line with Council's commitment to transparent decision making as expressed in the Council Plan.

**COMMUNITY IMPACT**

2. The report is part of Council's commitment to ensuring the community is informed about key projects and initiatives delivered and ongoing, and community consultation being undertaken by the City of Ballarat.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. No climate emergency and environmental sustainability implications have arisen from the preparation of this report.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. No additional economic sustainability implications have arisen from the preparation of this report.

**FINANCIAL IMPLICATIONS**

5. No additional financial implications have arisen from the preparation of this report.

**LEGAL AND RISK CONSIDERATIONS**

6. It is considered there are no legal and risk considerations associated with this report.

**HUMAN RIGHTS CONSIDERATIONS**

7. It is considered that the report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. No community consultation and engagement was required.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

9. Council Officers affirm that no general or material interests need to be declared in relation to the matter of this report.

OFFICIAL

## 8. OFFICER REPORTS

### 8.1. ANNUAL REPORT

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Matthew Wilson, Director Community Wellbeing

#### PURPOSE

1. The purpose of this report is for Council to consider and note the City of Ballarat Annual Report 2020/21 (Annual Report) in accordance with its obligations under Section 134 of the *Local Government Act 1989* (The Act).
2. The Annual Report is the final step in the statutory annual reporting process.

#### BACKGROUND

3. The Annual Report documents Council's activities, highlights and challenges in its performance including financial position for the financial year 2020-2021; and represents the fourth year of progress and work against the 2017-21 Council Plan.
4. The Annual Report is required to comply with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014 (Regulations) which state that the Annual Report must contain a report of operations, performance statement and financial statements (audited).

#### KEY MATTERS

5. The Annual Report has been prepared in accordance with the Act and Regulations.
6. The Annual Report was submitted to the Minister for Local Government on 1 October 2021.
7. A public notice was given on 7 October 2021 advising that the Annual Report was available for inspection or made available on City of Ballarat website; with hard copies available on request.
8. Council must consider and discuss the Annual Report at an open meeting of Council within one month after submission to the Minister.
9. During this financial year there are a number of highlights to note, including:
  - The appointment (January 2021) and commencement (February 2021) of the new Chief Executive Officer Evan King.
  - The appointment of new directors: Bridget Wetherall, Infrastructure and Environment (October 2020), Natalie Robertson, Development and Growth (October 2020), Sean Portelli, Corporate Services (June 2020, departed April 2021), and Matthew Wilson, Community Wellbeing (October 2020).

- Continually adapted our services to work within the latest health advice and restrictions.
  - Outdoor dining options were implemented and expanded.
  - Delivered a COVID-19 Community Activation and Social Isolation Initiative (CASI) to help people maintain important connections with family, friends, and community.
  - The launch of ballarat.com.au, designed to showcase the opportunities to live, work, study and invest in Ballarat.
  - Delivered a whole of city campaign, We Are Ballarat, celebrating our people and values in collaboration with Commerce Ballarat, Ballarat Regional Tourism, and Committee for Ballarat. The approach was based on the shared sentiment that recovery for Ballarat lies in all of our hands.
  - The City of Ballarat Financial Hardship Packages were extended to this financial year.
- 
- The undertaking of an extensive community engagement process, Ballarat: Our Future.
  - The finalisation of draft integrated strategic planning framework documents: Draft Council Plan 2021–2025, Draft Community Vision 2021–2031 and Draft Health and Wellbeing Plan 2021–2031 – these plans were adopted by Council in August 2021.
  - The delivery of major projects; Alfredton Village Green upgrades, Victoria Park upgrades, construction of three soccer pitches at Wendouree West Rec Reserve, Mars Stadium upgrades, construction of changeroom facilities at Russell Square
  - Development of The Way Forward, a corporate culture program.
  - Ballarat: Winner, Top Tourism Town at Victorian Tourism Industry Council Awards 2021.

## OFFICER RECOMMENDATION

### 10. That Council:

**10.1** Note the City of Ballarat Annual Report 2020/21 in accordance with Section 134 of the *Local Government Act 1989*.

**10.2** Acknowledge the achievements of Council during this reporting period and its achievements against the 2017-21 Council Plan.

## ATTACHMENTS

1. Governance Review [8.1.1 - 2 pages]
2. City of Ballarat Annual Report 2020-2021 [8.1.2 - 142 pages]

## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. City of Ballarat Council Plan 2017-2021 is the guiding instrument for the Annual Report 2020-21. The report provides an update on our activities, achievements, and focus areas, under the four strategic goal focus areas.

**COMMUNITY IMPACT**

2. The Annual Report identifies Council's achievements and issues faced in overall performance for the financial year 2020/21, providing accountability to the community.
3. The Annual Report becomes a historical record for future generations' reference, capturing the major achievements, issues and decisions made throughout the past financial year.
4. The Annual Report is provided to the State Library for reference and archival purposes.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

5. The City of Ballarat will publish the Annual Report online as a full version. Only minimal copies of the Annual Report have been produced in hard copy to satisfy the requirements of the *Local Government Act 1989* (the Act).

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

6. The Annual Report outlines all the achievements, highlights and challenges of the Council for the past financial year. In doing this, all economic benefits and outcomes for the City are covered and reported on in detail.

**FINANCIAL IMPLICATIONS**

7. The Annual Report includes Council's financial statements which contain details of Council's financial performance for the financial year ending 30 June 2020.
8. There are no financial implications arising from the recommendations in this report.

**LEGAL AND RISK CONSIDERATIONS**

9. In accordance with section 131 of the Act, the Annual Report must be submitted to the Minister within three months of the end of the financial year.
10. In accordance with section 134 of the Act and Regulation 22 of the Local Government (Planning and Reporting) Regulations 2014, Council must consider and discuss the Annual Report at an open meeting of Council within one month after submitting the Annual Report to the Minister.
11. In accordance with section 134 of the Act public notice must be given that the Annual Report is to be discussed at the Council Meeting at least 14 days beforehand.

---

OFFICIAL



OFFICIAL

12. In accordance with section 133 of the Act, Council, following submission to the Minister, must give public notice that the Annual Report is available for inspection on the City of Ballarat website or that a hard copy can be requested.

**HUMAN RIGHTS CONSIDERATIONS**

13. It is considered that the report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

**COMMUNITY CONSULTATION AND ENGAGEMENT**

14. All business units were required to contribute information regarding the achievements, issues and events that occurred that were specific to their areas of responsibility.
15. A public notice regarding the Council meeting to consider the Annual Report was published on 7 October 2021 and provided detail on the availability of the Annual report on City of Ballarat website or by hard copy if requested.

**GENDER EQUALITY ACT 2020**

16. There are no gender equality implications identified for the subject of this report.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

17. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

---

OFFICIAL







## ABOUT THIS ANNUAL REPORT

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

This report provides an account of the City of Ballarat's performance in the 2020-21 financial year against the Council Plan (the framework within which we deliver the everyday services, programs and projects for our community) and the budget. It is designed to keep residents, businesses, employees, stakeholders and other state and federal government agencies up-to-date on our performance and our future direction.

This document includes the following in accordance with statutory requirements:

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

### How to get your copy and give feedback

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

## OUR MISSION

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

### What this means

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

## OUR PURPOSE

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

### What this means

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

# INTRODUCTION

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



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

## OVERVIEW

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

## OUR COUNCIL

|                              |    |
|------------------------------|----|
| Councillors                  | 20 |
| The role of local government | 21 |

## GOVERNANCE

|                                     |    |
|-------------------------------------|----|
| Delegated committees                | 22 |
| Councillor allowances               | 23 |
| Councillor expenses                 | 24 |
| Service performance indicators      | 25 |
| Management                          | 26 |
| Governance and management checklist | 27 |
| Statutory information               | 29 |

## OUR ORGANISATION

|  |    |
|--|----|
| Executive leadership reporting structure | 33 |
| Staff profile                            | 35 |
| Our performance 2020-21                  | 36 |

## OUR PERFORMANCE

|                |    |
|----------------|----|
| Liveability    | 38 |
| Prosperity     | 46 |
| Sustainability | 50 |
| Accountability | 60 |

## FINANCIAL REPORT

|                              |     |
|------------------------------|-----|
| Annual Financial Report      | 66  |
| Annual Performance Statement | 131 |

## APPENDIX

|                                      |     |
|--------------------------------------|-----|
| Advisory and non-advisory committees | 141 |
|--------------------------------------|-----|

## CONTACT

|                     |     |
|---------------------|-----|
| Contact information | 142 |
|---------------------|-----|

# OVERVIEW



## BALLARAT – A SNAPSHOT

### City of Ballarat

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

### Ballarat or Ballaarat

(Historical Spelling)

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



### Municipality

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

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

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



## OVERVIEW

## FAST FACTS



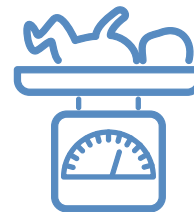
412,682

visits to the  
**City of Ballarat**  
website



33,000

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



10,510

key age and  
stage visits  
completed



120

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



148

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



40.5%

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



70%

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



9.5

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



1,981

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

## OVERVIEW



## A MESSAGE FROM THE MAYOR

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

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

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

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

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

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

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

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

A handwritten signature in black ink, appearing to read 'D. Moloney'.

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

## OVERVIEW



## A MESSAGE FROM THE CEO

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

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

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

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

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

A handwritten signature in black ink that reads "Evan King". The script is fluid and cursive.

**Evan King,  
Chief Executive Officer**

## OVERVIEW



Temporary outdoor dining hub in Stuart Street

## COVID-19

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

## OVERVIEW

## PERFORMANCE HIGHLIGHTS

## LIVEABILITY

## Highlights

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

## Challenges

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



## OVERVIEW

## PERFORMANCE HIGHLIGHTS

## PROSPERITY

## Highlights

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

## Challenges

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

## OVERVIEW

## PERFORMANCE HIGHLIGHTS

## SUSTAINABILITY

## Highlights

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

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

## Challenges

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

## OVERVIEW



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

## PERFORMANCE HIGHLIGHTS

### ACCOUNTABILITY

#### Highlights

- Launched We Are Ballarat community campaign in collaboration with key city leaders
- Secured funding through Regional Development Victoria to extend the Be Kind to Business campaign
- Re-launched Made of: Ballarat tourism campaign
- Completed significant tourism audience research, and significant liveability audience research in collaboration with the Economic Development team
- Launched ballarat.com.au and Ballarat Content Hub
- Completed improvements to the Visit Ballarat digital ecosystem, including a new-look website, the introduction of Alpaca Itineraries and curated Instagram highlights, reels and guides
- 48% increase in unique visitors to visitballarat.com.au, 260% increase in Visit Ballarat Facebook engagement, 32% increase in Visit Ballarat Instagram followers, 48% increase in Visit Ballarat email subscriptions
- Secured \$3,259,731 in public relations value with a reach of 92,771,435
- Continued collaboration and cooperative marketing with Visit Victoria

- Continued work to identify City of Ballarat's priority projects in the lead up to the next federal and state elections – three priority projects of regional significance have been identified which, when delivered, will bring significant benefits to the broader region with the potential to attract investment, create jobs and improve transport connections
- Secured grants from Victorian and Australian Government sources for initiatives and projects across the City of Ballarat, including sports reserves and pavilions, road upgrades, and outdoor dining infrastructure for hospitality businesses to support COVID-19 recovery
- Undertook the Ballarat: Our Future community engagement campaign to inform major strategic documents including the Council Plan, Community Vision, Asset Plan and Financial Plan. Almost 2,000 responses were collected over a period of five weeks. These were consolidated in to a Community Vision statement and priority areas by a representative Community Panel of 50 residents

#### Challenges

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





Federation University Road National Cycling Championships

## EVENT HIGHLIGHTS

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

### July

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

### August

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

### September

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

### October

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

### November

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



Christmas in Ballarat

### December

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

### January

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

## OVERVIEW



Harmony Fest 2021

## February

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



## March

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

## April

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

## May

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

## June

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



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

\*at the Eureka Centre

\*\*at the Art Gallery of Ballarat



## OVERVIEW

*Djila-tjarriu 'place of play'*

## AWARDS

### Organisational awards

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

## OVERVIEW



Community Awards 2021

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

##### Keep Australia Beautiful Sustainable Cities Awards 2020

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

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

##### Keep Australia Beautiful Sustainable Cities Awards 2020

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

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

##### Keep Victoria Beautiful Sustainable Cities Awards 2020

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

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

##### Community Achievement Awards for Regional Victoria 2020

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



SONIKA's Fully Sick Online Festival

### Community awards

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

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

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

## OVERVIEW

# DESCRIPTION OF OPERATIONS

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

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

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

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

## Economic factors

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

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

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

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

## Major changes

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

## Major achievements

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

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





## OVERVIEW

## MAJOR CAPITAL WORKS EXPENDITURE

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

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



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

## OVERVIEW

## MAJOR CAPITAL WORKS EXPENDITURE

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

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

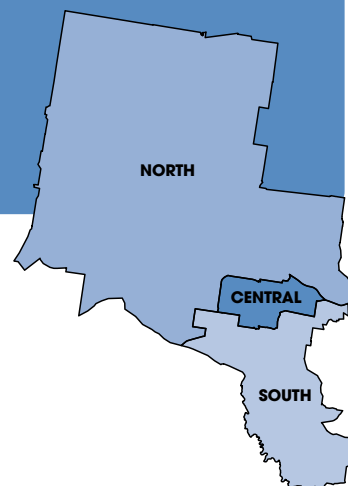


*(L-R) Senator Sarah Henderson, Damian Ryan and Mayor Cr Daniel Moloney at the official opening of the new changerooms at Russell Square*



# OUR COUNCIL

## COUNCILLORS



**NORTH WARD**

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



**CENTRAL WARD**

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



**SOUTH WARD**

**Cr Tracey Hargreaves**  
**Elected:** October 2020  
 0437 784 384  
[TraceyHargreaves@ballarat.vic.gov.au](mailto:TraceyHargreaves@ballarat.vic.gov.au)



**NORTH WARD**

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



**CENTRAL WARD**

**Cr Mark Harris**  
**Elected:** October 2016  
 0409 930 928  
[markharris@ballarat.vic.gov.au](mailto:markharris@ballarat.vic.gov.au)



**SOUTH WARD**

**Cr Des Hudson**  
**Elected:** March 2002  
 0409 865 093  
[deshudson@ballarat.vic.gov.au](mailto:deshudson@ballarat.vic.gov.au)



**NORTH WARD**

**Cr Peter Eddy**  
**Elected:** October 2020  
 0437 773 691  
[petereddy@ballarat.vic.gov.au](mailto:petereddy@ballarat.vic.gov.au)



**CENTRAL WARD**

**Cr Samantha McIntosh**  
**Elected:** December 2008  
 0458 004 880  
[samanthamcintosh@ballarat.vic.gov.au](mailto:samanthamcintosh@ballarat.vic.gov.au)



**SOUTH WARD**

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

### OUTGOING COUNCILLORS

The following councillors served until October 2020



**NORTH WARD**

**Cr Grant Tillett**  
**Elected:** October 2016



**SOUTH WARD**

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

## OUR COUNCIL

# THE ROLE OF LOCAL GOVERNMENT

Local government is one of the three tiers of democratically-elected government in Australia and operates under the *Local Government Act 2020*, which specifies Council powers, duties and functions. The City of Ballarat is one of 79 councils in Victoria. Each municipality varies in size, population, rate base and resources. Councils plan and deliver services to meet the needs of their communities, specifically in the areas of health, planning and building control, business and economic development, waste and environmental management, and human and community services. They are responsible for implementing programs, policies and regulations set by the Victorian and Australian Governments, managing community infrastructure and assets, and managing local issues with the power to set their own regulations and by-laws.

## City of Ballarat portfolio structure

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

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

| SUSTAINABILITY  | LIVEABILITY   | PROSPERITY  |
|---|---|---|
| <b>STRATEGY - VISION</b>  |   |   |
| Ballarat is a well-planned city that provides accessible, connected and safe urban areas and facilities, supports diverse housing and active transport options, and uses resources sustainably, while adapting to changes in climate. | Ballarat is a safe and well-served city that provides equal access to opportunities for its citizens at all stages of life, has connected communities that participate actively in civic life and offers diverse and accessible recreation, leisure and sporting opportunities that encourage healthy lifestyles.   | Ballarat has a prosperous, growing economy that attracts and retains innovative businesses and enterprises which employ a highly-skilled local workforce, attracts new residents and promotes the city's unique heritage and vibrant cultural life.   |
| <b>DELIVERY - ACTION</b>  |   |   |
| City presentation including greening the city; improved water and waste management; planning for growth; protecting Ballarat's heritage; pursuing key transport strategies.   | Upgraded kindergartens and maternal health and childcare centres; development of a youth precinct; adoption of a new Recreation and Aquatics Strategy; adoption of a new Early Years' Plan; establishment of a welcome desk at the community hub at the library; development of a background document for social housing; development of neighbourhood plans. | Ballarat West Employment Zone; Bakery Hill and Bridge Mall Precinct; strategic arts and heritage framework, destination for tourism and events; Creative City and Smart City strategies; major projects; destination for visitation; liveability and investment; economic development; sector development and facilitation. |

## Managing our business

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

# GOVERNANCE

## DELEGATED COMMITTEES

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

### Delegated committees currently in operation

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

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

## GOVERNANCE

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

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

### Committees, groups and organisations

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

## COUNCILLOR ALLOWANCES

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

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

## GOVERNANCE

## COUNCILLOR EXPENSES

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

| Councillor reimbursements 2020-21 |                 |             |           |                               |                         |
|-----------------------------------|-----------------|-------------|-----------|-------------------------------|-------------------------|
| Councillor                        | Travel expenses | Car mileage | Childcare | Information and communication | Conference and training |
| Cr Belinda Coates                 | \$203.54        |             |           | \$692.64                      | \$550.00                |
| Cr Peter Eddy                     |                 |             |           | \$692.64                      |                         |
| Cr Tracey Hargreaves              |                 |             |           | \$692.64                      | \$166.15                |
| Cr Mark Harris                    |                 |             |           | \$534.48                      |                         |
| Cr Des Hudson                     |                 |             |           | \$692.64                      |                         |
| Cr Amy Johnson                    |                 |             |           | \$893.36                      | \$1,650.00              |
| Cr Samantha McIntosh              | \$498.27        |             |           | \$782.29                      | \$2,558.17              |
| Cr Daniel Moloney                 | \$624.63        |             |           | \$692.64                      | \$1,470.00              |
| Cr Jim Rinaldi                    |                 |             |           | \$124.47                      | \$36.36                 |
| Cr Ben Taylor                     |                 |             |           | \$794.41                      | \$568.18                |
| Cr Grant Tillett                  |                 |             |           | \$109.49                      |                         |

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

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

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

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

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



## GOVERNANCE

## SERVICE PERFORMANCE INDICATORS

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

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



## GOVERNANCE



## MANAGEMENT

### Audit Advisory Committee

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

### Committee members

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

### Internal Audit Plan

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

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

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

### Internal audit 2020-21

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

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

### External audit 2020-21

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

## GOVERNANCE

GOVERNANCE AND  
MANAGEMENT CHECKLIST

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

## GOVERNANCE

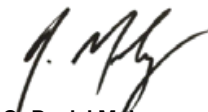
GOVERNANCE AND  
MANAGEMENT CHECKLIST (CONT)

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

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



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



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

## GOVERNANCE

## STATUTORY INFORMATION

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

**Documents available for public inspection**

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

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

**Contracts**

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

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

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

**Disability Access and Inclusion Plan**

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

**Food Act Ministerial Directions**

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

**Domestic Animal Management Plan**

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

The following actions were implemented in 2020-21:

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



## GOVERNANCE

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

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

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

#### Public Interest Disclosure procedures

The *Public interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Further information about the application of the *Public interest Disclosures Act 2012*, including how to make a disclosure, is available on the City of Ballarat website at [www.ballarat.vic.gov.au/public-interest-disclosures](http://www.ballarat.vic.gov.au/public-interest-disclosures). A total of 3 disclosures were made to City of Ballarat officers appointed to receive disclosures in the 2020-21 financial year that were assessed for referral to the Independent Broad-based Anti-corruption Commission (IBAC).

#### Infrastructure and development contributions

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

#### Ballarat West Development Contributions Plan (DCP)

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

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



## GOVERNANCE

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

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



## GOVERNANCE

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

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

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

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

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



# OUR ORGANISATION

## EXECUTIVE LEADERSHIP REPORTING STRUCTURE

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

### REPORTING STRUCTURE

as at 30 June 2021

CEO

CEO'S OFFICE

CORPORATE  
SERVICES

INFRASTRUCTURE  
AND ENVIRONMENT

COMMUNITY  
WELLBEING

DEVELOPMENT  
AND GROWTH



EVAN KING

Chief Executive Officer  
commenced February 2021

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

CEO'S OFFICE

People and Culture

- Workplace Relations
- Organisational Development
- Payroll

Governance and Risk

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

Council Plan

Advocacy and Lobbying



DIRECTOR

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

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

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

CORPORATE  
SERVICES

Financial Services

- Accounting Services
- Accounts Receivable
- Accounts Payable

Business Improvement

Information Services

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

Fleet Management

- Heavy Plant and Equipment
- Light Fleet

Revenue and Procurement

- Revenue
- Procurement

Customer Experience

## OUR ORGANISATION

**BRIDGET WETHERALL**

Director  
commenced October 2020

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

**INFRASTRUCTURE  
AND ENVIRONMENT****Infrastructure**

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

**Operations**

- Parks and Gardens
- Road Maintenance

**Property and Facilities  
Management**

- Property Management
- Facilities Management

**Environment**

- Environmental Services
- Circular Economy

**Strategy and  
Implementation**

- Major Projects
- Project Management Office

**MATTHEW WILSON**

Director  
commenced October 2020

**Neville Ivey**  
October 2013 - September 2020

**COMMUNITY  
WELLBEING****Engaged Communities**

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

**Learning and  
Community Hubs**

- Library Services
- Cultural Diversity
- Youth Development

**Ageing Well**

- Community and Home Support
- Meals on Wheels

**Family and Children's  
Services**

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

**Visitor Economy**

- Visitor Economy
- Marketing

**Arts and Events**

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

**Art Gallery of Ballarat****Communications and  
Design**

- Communications
- Graphic Design
- Digital Content

**NATALIE ROBERTSON**

Director  
Acting, August - October 2020,  
commenced October 2020

**Angelique Lush**  
August 2016 - July 2020

**DEVELOPMENT  
AND GROWTH****Development Facilitation**

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

**Economic Growth**

- Economic Development
- Grants
- Strategic Planning
- City Design

**Regulatory Services**

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

**Recreation Services**

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

**Catalyst Projects**

## OUR ORGANISATION

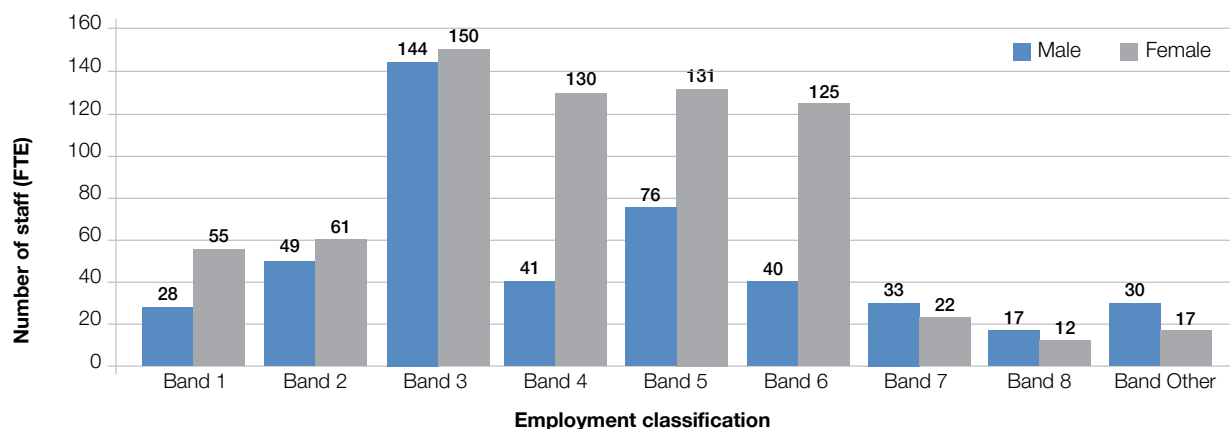
## STAFF PROFILE

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

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

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

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





## OUR ORGANISATION

# OUR PERFORMANCE 2020-21

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

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

## MAJOR INITIATIVES

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

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

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

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

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

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

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

#### Progress in 2020-21

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

### 2. Induction and onboarding

#### Results in 2020-21

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

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

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

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

- Environment
- Leadership
- Behaviours
- Governance

## OUR ORGANISATION

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

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

### Progress in 2020-21

#### Strategic Leadership development by gender

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

#### Operational Leaders Program by gender

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

#### Staff and Manager professional development by gender

|                                     | Males | Females |
|-------------------------------------|-------|---------|
| 19 professional development courses | 170   | 287     |

#### Compliance training completion rates

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

# OUR PERFORMANCE

## LIVEABILITY

### Improve our community's quality of life

#### What this means

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

## STRATEGIC INDICATORS

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

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

## OUR PERFORMANCE

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

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



## OUR PERFORMANCE

## MAJOR INITIATIVES

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

## OUR PERFORMANCE



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

## OUR PERFORMANCE

## SERVICES

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

## OUR PERFORMANCE

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



## OUR PERFORMANCE

## SERVICE PERFORMANCE INDICATORS

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

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



## OUR PERFORMANCE

## LIBRARIES - Service performance indicators

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

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

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

## OUR PERFORMANCE

## PROSPERITY

Advance our economic position  
as the capital of western Victoria

## What this means

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

## STRATEGIC INDICATORS

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

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

## OUR PERFORMANCE

## MAJOR INITIATIVES

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



## OUR PERFORMANCE

## SERVICES

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



## OUR PERFORMANCE

## SUSTAINABILITY

To protect, maintain and enhance  
our built and natural assets

## What this means

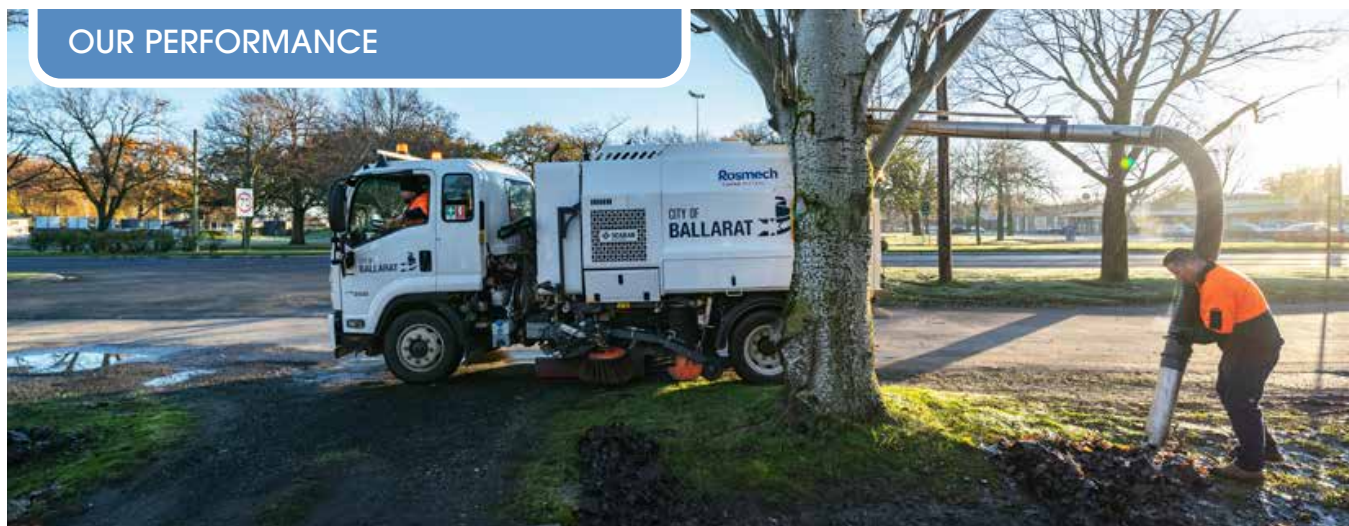
We will plan for growth to ensure our community's infrastructure and natural environment are protected and improved, and our city's connectivity is sustainably enhanced.

## STRATEGIC INDICATORS

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

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

## OUR PERFORMANCE



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



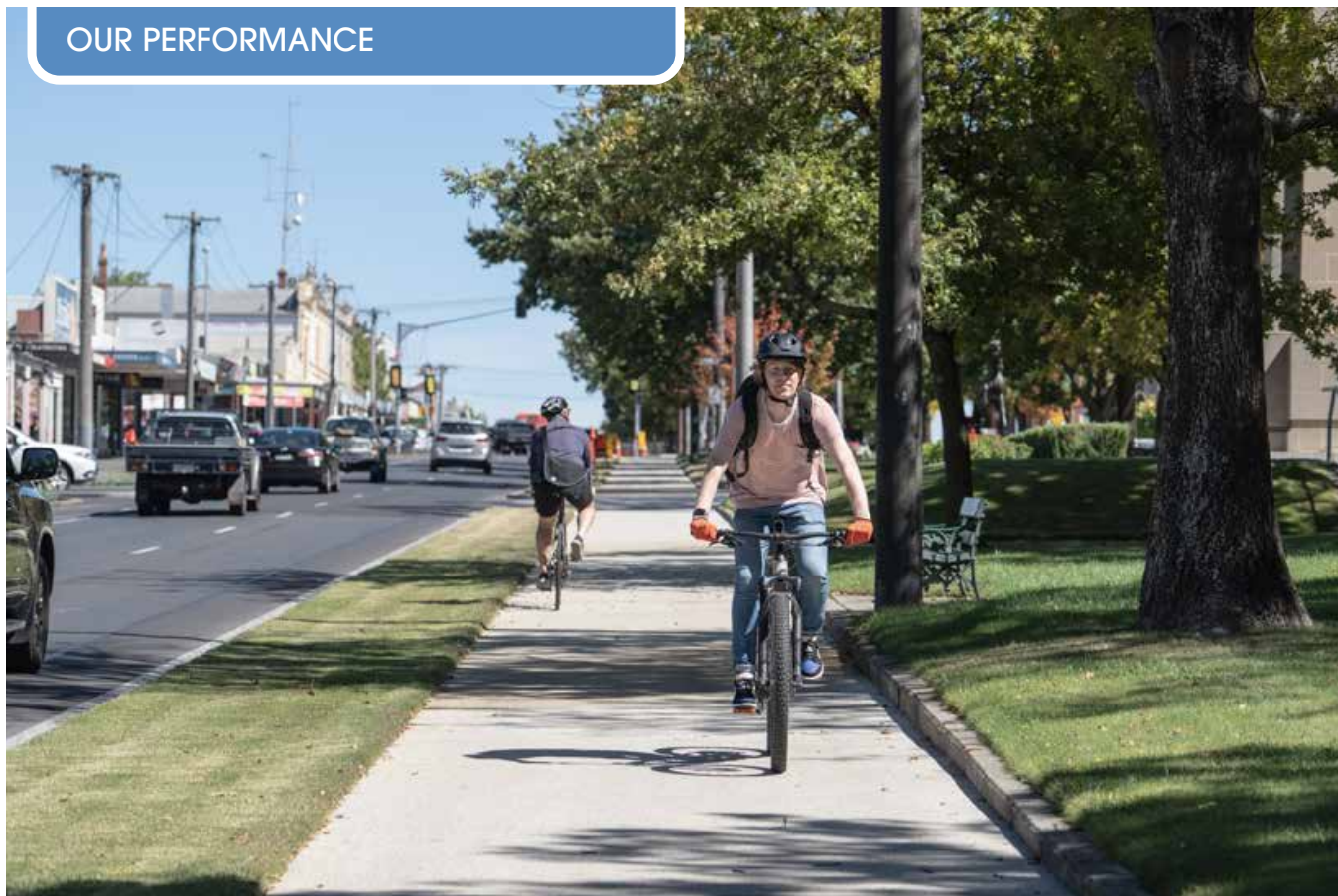
## OUR PERFORMANCE

## MAJOR INITIATIVES

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



## OUR PERFORMANCE



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

## OUR PERFORMANCE

## SERVICES

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

## OUR PERFORMANCE

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

## SERVICE PERFORMANCE INDICATORS

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

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

## OUR PERFORMANCE

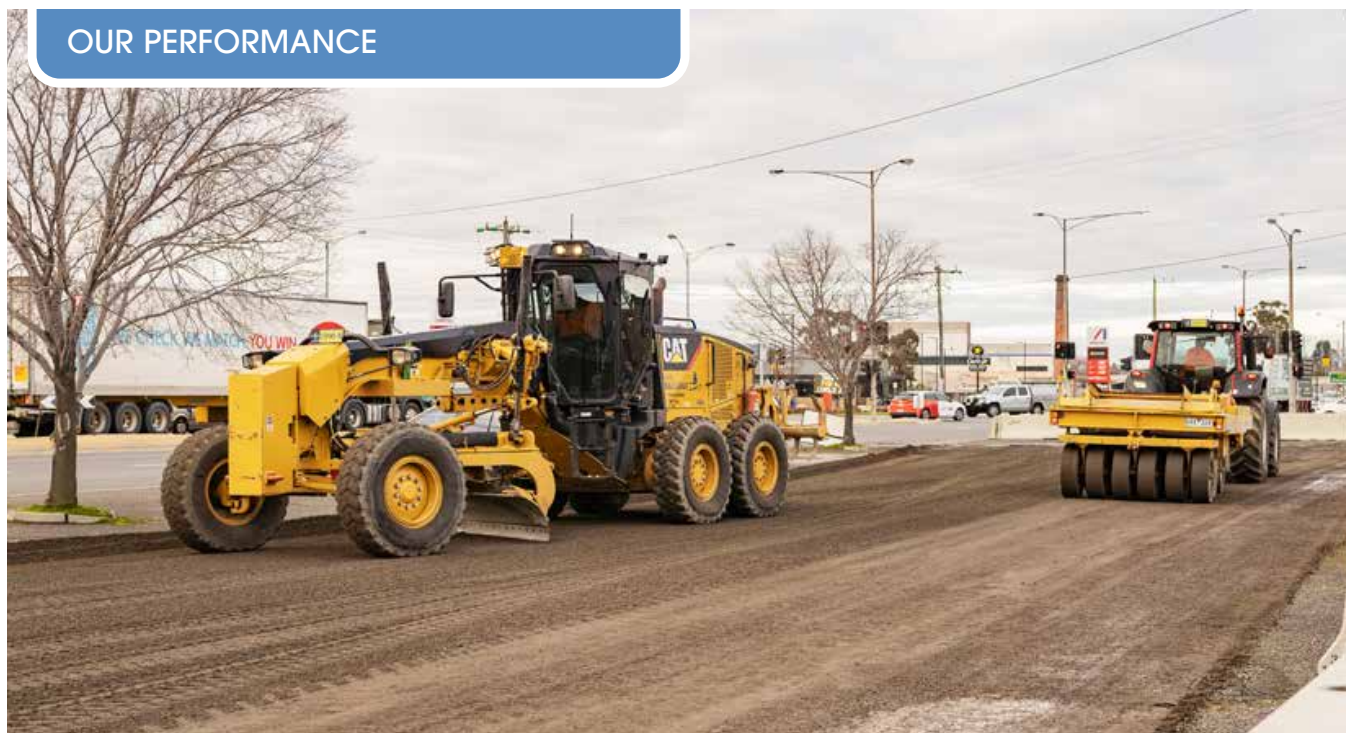
## FOOD SAFETY - Service performance indicators

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





## OUR PERFORMANCE



## ROADS - Service performance indicators

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



## OUR PERFORMANCE



## WASTE COLLECTION - Service performance indicators

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

## OUR PERFORMANCE



## STATUTORY PLANNING - Service performance indicators

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

## OUR PERFORMANCE

# ACCOUNTABILITY

Provide strong and decisive leadership,  
and transparent governance.

## What this means

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

## STRATEGIC INDICATORS

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

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

## OUR PERFORMANCE

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



## OUR PERFORMANCE



## LOBBYING OUTCOMES FOR KEY PROJECTS

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

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

## OPPORTUNITIES FOR THE COMMUNITY TO ENGAGE WITH COUNCIL

### Community magazines

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

### The City of Ballarat website

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

### Dedicated websites

The following websites were maintained in 2020-21:

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



## OUR PERFORMANCE

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

- Winter Festival
- Visit Ballarat

### The following websites were launched 2020-21:

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

### Targeted direct mail

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

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

### Social media

#### Facebook

Ballarat City Council

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

#### Dedicated Facebook accounts

##### The following Facebook pages were maintained:

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

#### Twitter

City of Ballarat

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

#### Dedicated Twitter accounts

##### The following Twitter accounts were maintained:

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

#### Instagram

City of Ballarat

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

#### Dedicated Instagram accounts

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

#### Youtube

City of Ballarat

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

#### LinkedIn

Ballarat City Council

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

## OUR PERFORMANCE

## MAJOR INITIATIVES

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

## OUR PERFORMANCE

## SERVICES

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

# ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2021

## ANNUAL FINANCIAL REPORT

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



## ANNUAL FINANCIAL REPORT

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

## ANNUAL FINANCIAL REPORT

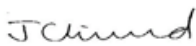
## Ballarat City Council

2020/2021 Financial Report

**Annual Financial Report**  
for the year ended 30 June 2021

## Certification of the Financial Statements

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



Jason Clissold

**Principal Accounting Officer**

22 September 2021

Ballarat

In our opinion the accompanying financial statements present fairly the financial transactions of Ballarat City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

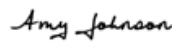


Cr Daniel Moloney

**Mayor**

22 September 2021

Ballarat

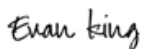


Cr Amy Johnson

**Deputy Mayor**

22 September 2021

Ballarat



Evan King

**Chief Executive Officer**

22 September 2021

Ballarat

## ANNUAL FINANCIAL REPORT



## Independent Auditor's Report

### To the Councillors of Ballarat City Council

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

## ANNUAL FINANCIAL REPORT

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

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

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

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

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

MELBOURNE  
30 September 2021



Sanchu Chummar

*as delegate for the Auditor-General of Victoria*

## ANNUAL FINANCIAL REPORT

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

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



## ANNUAL FINANCIAL REPORT

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

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

## ANNUAL FINANCIAL REPORT

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

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

## ANNUAL FINANCIAL REPORT

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

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

## ANNUAL FINANCIAL REPORT

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

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

## ANNUAL FINANCIAL REPORT

## Overview

## Introduction

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

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

The purpose of Council is to:

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

**External Auditor** - Victorian Auditor-General's Office

**Internal Auditor** - Pitcher Partners

**Bankers** - National Australia Bank

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

## Statement of compliance

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

## Significant accounting policies

## (a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

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



## ANNUAL FINANCIAL REPORT

## Overview (continued)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

**Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

**Rounding**

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

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

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

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

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

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

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 1. Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the greater of 10 percent and \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

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

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

## ANNUAL FINANCIAL REPORT

## Note 1. Performance against budget (continued)

## (i) Explanation of material variations

| Variance Ref | Explanation |
|--------------|-------------|
|--------------|-------------|

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

## ANNUAL FINANCIAL REPORT

## Note 1. Performance against budget (continued)

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

## ANNUAL FINANCIAL REPORT

## Note 1. Performance against budget (continued)

## (i) Explanation of material variations

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



**ANNUAL FINANCIAL REPORT****Note 2. Analysis of Council results by program**

---

**2.1 Analysis of Council results by program**

Council delivers its functions and activities through the following programs.

**Corporate Services (previously Business Services)**

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

**Community Wellbeing (previously Community Development)**

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

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

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

**Infrastructure and Environment**

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

**Office of the Chief Executive Officer**

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

## ANNUAL FINANCIAL REPORT

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

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

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

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

## ANNUAL FINANCIAL REPORT

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

|  | 2021<br>\$ '000 | 2020<br>\$ '000 |
|--|-----------------|-----------------|
|--|-----------------|-----------------|

## 3.1 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 2020/21 was \$23,334 million (2019/20: \$21,341 million). The 2020/21 rate in the dollar was 0.3739 cents (2019/20 0.3922 cents).

|                                |                |                |
|--------------------------------|----------------|----------------|
| General rates                  | 106,580        | 103,253        |
| Waste management charge        | 20,005         | 19,463         |
| Special rates and charges      | 148            | 148            |
| Interest on rates and charges  | (12)           | 121            |
| Revenue in lieu of rates       | –              | 64             |
| <b>Total rates and charges</b> | <b>126,721</b> | <b>123,049</b> |

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

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

## 3.2 Statutory fees and fines

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

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

## ANNUAL FINANCIAL REPORT

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

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

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

## ANNUAL FINANCIAL REPORT

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

|  | 2021    | 2020    |
|--|---------|---------|
|  | \$ '000 | \$ '000 |

## 3.4 Funding from other levels of government

Grants were received in respect of the following:

**Summary of grants**

|                              |               |               |
|------------------------------|---------------|---------------|
| Commonwealth funded grants   | 23,856        | 22,350        |
| State funded grants          | 16,782        | 10,650        |
| <b>Total grants received</b> | <b>40,638</b> | <b>33,000</b> |

**(a) Operating Grants****Recurrent - Commonwealth Government**

|                             |        |        |
|-----------------------------|--------|--------|
| Financial Assistance Grants | 12,941 | 14,166 |
| Aged care                   | 4,063  | 4,003  |
| Child and family day care   | 2,898  | 2,460  |
| Other                       | —      | 181    |

**Recurrent - State Government**

|                             |       |       |
|-----------------------------|-------|-------|
| Aged care                   | 487   | 1,072 |
| School crossing supervisors | 411   | 401   |
| Libraries                   | 696   | 679   |
| Maternal and child health   | 862   | 1,203 |
| Community safety            | 73    | 70    |
| Arts                        | 253   | 274   |
| Child and family day care   | 1,686 | 618   |
| Other                       | 424   | 707   |

|   |               |               |
|---|---------------|---------------|
| <b>Total recurrent operating grants</b> | <b>24,794</b> | <b>25,834</b> |
|---|---------------|---------------|

**Non-recurrent - Commonwealth Government**

|            |    |   |
|------------|----|---|
| Recreation | 19 | — |
| Other      | 7  | — |

**Non-recurrent - State Government**

|                           |     |     |
|---------------------------|-----|-----|
| Arts                      | 37  | 9   |
| Community Safety          | 68  | —   |
| Child and Family Day Care | 148 | —   |
| Land Use Planning         | 101 | —   |
| Other                     | 345 | 162 |

|   |            |            |
|---|------------|------------|
| <b>Total non-recurrent operating grants</b> | <b>725</b> | <b>171</b> |
|---|------------|------------|

|                               |               |               |
|-------------------------------|---------------|---------------|
| <b>Total operating grants</b> | <b>25,519</b> | <b>26,005</b> |
|-------------------------------|---------------|---------------|

**(b) Capital Grants****Recurrent - Commonwealth Government**

|       |       |       |
|-------|-------|-------|
| Roads | 3,655 | 1,395 |
|-------|-------|-------|

**Recurrent - State Government**

|       |   |     |
|-------|---|-----|
| Roads | — | 562 |
|-------|---|-----|

|                                       |              |              |
|---------------------------------------|--------------|--------------|
| <b>Total recurrent capital grants</b> | <b>3,655</b> | <b>1,957</b> |
|---------------------------------------|--------------|--------------|

**Non-recurrent - Commonwealth Government**

|            |     |     |
|------------|-----|-----|
| Recreation | 255 | 145 |
| Other      | 18  | —   |



## ANNUAL PERFORMANCE STATEMENT

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

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

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

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

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

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

## 3.5 Contributions

**Monetary contributions**

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

**Non-monetary contributions**

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

**Total contributions**

|               |               |
|---------------|---------------|
| <b>84,715</b> | <b>54,719</b> |
|---------------|---------------|

*Contributions of non monetary assets were received in relation to the following asset classes.*

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

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

## ANNUAL PERFORMANCE STATEMENT

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

(#) Council recognised non-monetary contributions of a number of infrastructure assets totalling \$6.341million (2019/20 \$4.890million) that had been transferred to Council relating to previous reporting periods. Council recognises there has been an understatement in prior year totals, but has made the assessment that due to the value being immaterial this does not warrant adjusting prior year comparative figures and current year opening balances (refer also Note 6.1).

(\*) Land and Land Under Roads values have been adjusted for Fair Value Adjustments \$0.047m (2019/20 \$0.531m) applied in connection to assets contributed through the Ballarat West Developer Contribution Plan (DCP). Land assets are contributed at agreed values under the DCP, and fair value adjustments are applied to the assets to reflect a fair market value of the assets to Council. Adjustments are made in the same year that ownership of the asset is transferred to Council. (Refer Note 6.1)

## ANNUAL FINANCIAL REPORT

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

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

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

## 3.7 Other income

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

Interest is recognised as it is earned.

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 4. The cost of delivering services

|  | 2021<br>\$ '000 | 2020<br>\$ '000 |
|--|-----------------|-----------------|
|--|-----------------|-----------------|

## 4.1 Employee costs

## (a) Employee costs

|                                   |               |               |
|-----------------------------------|---------------|---------------|
| Wages and salaries                | 56,988        | 55,672        |
| WorkCover                         | 700           | 1,455         |
| Casual staff                      | 2,761         | 3,097         |
| Superannuation                    | 5,431         | 5,330         |
| Fringe benefits tax               | 71            | 193           |
| Other overheads and related costs | 831           | 876           |
| <b>Total employee costs</b>       | <b>66,782</b> | <b>66,623</b> |

## (b) Superannuation

Council made contributions to the following funds:

**Defined benefit fund**

|  |            |            |
|--|------------|------------|
| Employer contributions to Local Authorities Superannuation Fund (Vision Super) | 416        | 444        |
|  | <b>416</b> | <b>444</b> |

|  |   |   |
|--|---|---|
| Employer contributions payable at reporting date | – | – |
|--|---|---|

**Accumulation funds**

|  |              |              |
|--|--------------|--------------|
| Employer contributions to Local Authorities Superannuation Fund (Vision Super) | 2,628        | 2,767        |
| Employer contributions - other funds   | 2,376        | 2,124        |
|  | <b>5,004</b> | <b>4,891</b> |

|  |   |   |
|--|---|---|
| Employer contributions payable at reporting date | – | – |
|--|---|---|

Refer to Note 9.3. for further information relating to Council's superannuation obligations.

## ANNUAL FINANCIAL REPORT

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

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

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



## ANNUAL FINANCIAL REPORT

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

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

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

## 4.4 Amortisation - Intangible assets

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

## 4.5 Amortisation - Right of use assets

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

## ANNUAL FINANCIAL REPORT

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

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

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

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

## 4.7 Borrowing costs

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

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

## 4.8 Finance Costs - Leases

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

## Finance costs - Lease liabilities

## ANNUAL FINANCIAL REPORT

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

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position

|  | Notes | 2021<br>\$ '000 | 2020<br>\$ '000 |
|--|-------|-----------------|-----------------|
| <b>5.1 Financial assets</b>  |       |                 |                 |
| <b>(a) Cash and cash equivalents</b>   |       |                 |                 |
| <b>Current</b>   |       |                 |                 |
| Cash on hand   |       | 12              | 12              |
| Cash at bank   |       | 5,592           | 31,501          |
| Term deposits  |       | –               | 8,989           |
| <b>Total current cash and cash equivalents</b>   |       | <b>5,604</b>    | <b>40,502</b>   |
| <b>(b) Other financial assets</b>  |       |                 |                 |
| <b>Current</b>   |       |                 |                 |
| Term deposits  |       | 138,022         | 81,300          |
| Shares in other companies  |       | 2               | 2               |
| <b>Total current other financial assets</b>  |       | <b>138,024</b>  | <b>81,302</b>   |
| <b>Total current financial assets</b>  |       | <b>143,628</b>  | <b>121,804</b>  |
| <b>External restrictions</b>   |       |                 |                 |
| Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:   |       |                 |                 |
| Trust funds and deposits   | 5.3   | 14,138          | 10,688          |
| <b>Total restricted funds</b>  |       | <b>14,138</b>   | <b>10,688</b>   |
| <b>Total unrestricted cash and cash equivalents</b>  |       | <b>(8,534)</b>  | <b>29,814</b>   |
| While it is noted that the total unrestricted cash and cash equivalents indicator shows a deficit as at 30 June 2021, Council has additional cash reserves held as term deposits disclosed in Other financial assets. As at 30 June 2021, Council had additional cash held in term deposits with maturities between 90 and 365 days totalling \$138.022m (2019/20: \$81.300m). Council has sufficient funds to meet obligations concerning its externally restricted holdings. |       |                 |                 |
| <b>Intended allocations</b>  |       |                 |                 |
| Although not externally restricted the following amounts have been allocated for specific future purposes by Council:  |       |                 |                 |
| Cash held to fund carried forward capital works  |       | 60,393          | 54,658          |
| Reserve funds  |       | 19,002          | 10,615          |
| <b>Total funds subject to intended allocations</b>   |       | <b>79,395</b>   | <b>65,273</b>   |

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

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

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

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

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

**(d) Ageing of receivables**

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

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

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

At balance date, other debtors representing financial assets with a nominal value of \$1.972m (2020: \$2.817m) were impaired. The amount of the provision raised against these debtors was \$359,000 (2020: \$1.099m). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

|                                  |     |     |
|----------------------------------|-----|-----|
| Current (not yet due)            | 152 | —   |
| Past due by up to 30 days        | 41  | 83  |
| Past due between 31 and 180 days | 17  | 258 |



## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

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

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

|                                   | 2021<br>\$ '000 | 2020<br>\$ '000 |
|-----------------------------------|-----------------|-----------------|
| <b>5.2 Non-financial assets</b>   |                 |                 |
| <b>(a) Inventories</b>            |                 |                 |
| <b>Current</b>                    |                 |                 |
| Inventories held for distribution | 301             | 211             |
| Inventories held for sale         | 155             | 138             |
| <b>Total current inventories</b>  | <b>456</b>      | <b>349</b>      |

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value.

**(b) Other assets**

|                                   |              |              |
|-----------------------------------|--------------|--------------|
| <b>Current</b>                    |              |              |
| Prepayments                       | 1,220        | 940          |
| Accrued income                    | 87           | 247          |
| <b>Total current other assets</b> | <b>1,307</b> | <b>1,187</b> |

**(c) Intangible assets**

|                                |            |            |
|--------------------------------|------------|------------|
| Landfill air space             | 158        | 746        |
| <b>Total intangible assets</b> | <b>158</b> | <b>746</b> |

|  | Landfill Air<br>Space<br>\$ '000 | Total<br>\$ '000 |
|--|----------------------------------|------------------|
| <b>Gross Carrying Amount</b>                   |                                  |                  |
| Balance at 1 July 2020                         | 1,763                            | <b>1,763</b>     |
| Additions from internal developments           | —                                | —                |
| Other additions                                | —                                | —                |
| <b>Balance at 1 July 2021</b>                  | <b>1,763</b>                     | <b>1,763</b>     |
| <b>Accumulated amortisation and impairment</b> |                                  |                  |
| Balance at 1 July 2020                         | 1,017                            | <b>1,017</b>     |
| Amortisation expense                           | 588                              | <b>588</b>       |
| <b>Balance at 1 July 2021</b>                  | <b>1,605</b>                     | <b>1,605</b>     |
| <b>Net book value at 30 June 2020</b>          | <b>746</b>                       | <b>746</b>       |
| <b>Net book value at 30 June 2021</b>          | <b>158</b>                       | <b>158</b>       |

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

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

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

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

**Purpose and nature of items**

**Fire Service Levy** - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

**Retention Amounts & Holding Fees** - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

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

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

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

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

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

|  | Employee<br>provisions<br>\$ '000 | Landfill<br>restoration<br>\$ '000 | Other<br>\$ '000 | Total<br>\$ '000 |
|--|-----------------------------------|------------------------------------|------------------|------------------|
|--|-----------------------------------|------------------------------------|------------------|------------------|

## 5.5 Provisions

## 2021

|   |               |              |          |               |
|---|---------------|--------------|----------|---------------|
| Balance at the beginning of the financial year  | 16,922        | 10,366       | —        | 27,288        |
| Additional provisions   | 5,901         | 383          | —        | 6,284         |
| Amounts used  | (5,356)       | —            | —        | (5,356)       |
| Change in the discounted amount arising because of time and the effect of any change in the discount rate | (125)         | (1,753)      | —        | (1,878)       |
| <b>Balance at the end of the financial year</b>   | <u>17,342</u> | <u>8,996</u> | <u>—</u> | <u>26,338</u> |

## 2020

|   |               |               |          |               |
|---|---------------|---------------|----------|---------------|
| Balance at the beginning of the financial year  | 15,896        | 8,895         | 1,000    | 25,791        |
| Additional provisions   | 6,637         | —             | —        | 6,637         |
| Amounts used  | (5,551)       | (56)          | (1,000)  | (6,607)       |
| Change in the discounted amount arising because of time and the effect of any change in the discount rate | (60)          | 1,527         | —        | 1,467         |
| <b>Balance at the end of the financial year</b>   | <u>16,922</u> | <u>10,366</u> | <u>—</u> | <u>27,288</u> |

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

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

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

*Wages and salaries and annual leave*

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

*Long service leave*

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

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

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

## Key assumptions:

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

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

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

Council is obligated to restore landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

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

Key assumptions:

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

## 5.6 Financing arrangements

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

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



## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

|  | Not later than 1<br>year<br>\$ '000 | Later than 1<br>year and not<br>later than 2<br>years<br>\$ '000 | Later than 2<br>years and not<br>later than 5<br>years<br>\$ '000 | Later than 5<br>years<br>\$ '000 | Total<br>\$ '000 |
|--|-------------------------------------|--|---|----------------------------------|------------------|
|--|-------------------------------------|--|---|----------------------------------|------------------|

## 5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

## 2021

## Operating

|                                |            |           |           |          |            |
|--------------------------------|------------|-----------|-----------|----------|------------|
| Waste Operations               | —          | —         | —         | —        | —          |
| Administration and consultancy | 244        | 25        | 54        | —        | 323        |
| Cleaning Services              | 264        | 15        | —         | —        | 279        |
| <b>Total</b>                   | <b>508</b> | <b>40</b> | <b>54</b> | <b>—</b> | <b>602</b> |

## Capital

|                                   |              |          |          |          |              |
|-----------------------------------|--------------|----------|----------|----------|--------------|
| Bridges                           | —            | —        | —        | —        | —            |
| Buildings                         | 625          | —        | —        | —        | 625          |
| Building improvements             | —            | —        | —        | —        | —            |
| Plant and Equipment               | —            | —        | —        | —        | —            |
| Recreation, leisure and community | 5,814        | —        | —        | —        | 5,814        |
| Roads                             | 905          | —        | —        | —        | 905          |
| Landfill                          | 1,714        | —        | —        | —        | 1,714        |
| <b>Total</b>                      | <b>9,058</b> | <b>—</b> | <b>—</b> | <b>—</b> | <b>9,058</b> |

## 2020

## Operating

|                                |              |              |            |          |              |
|--------------------------------|--------------|--------------|------------|----------|--------------|
| Waste Operations               | 412          | —            | —          | —        | 412          |
| Administration and consultancy | 45           | 20           | —          | —        | 65           |
| Cleaning Services              | 1,347        | 1,011        | 928        | —        | 3,286        |
| <b>Total</b>                   | <b>1,804</b> | <b>1,031</b> | <b>928</b> | <b>—</b> | <b>3,763</b> |

## Capital

|                                   |              |          |          |          |              |
|-----------------------------------|--------------|----------|----------|----------|--------------|
| Bridges                           | 2,653        | —        | —        | —        | 2,653        |
| Buildings                         | 612          | —        | —        | —        | 612          |
| Building improvements             | 358          | —        | —        | —        | 358          |
| Plant and Equipment               | 374          | —        | —        | —        | 374          |
| Recreation, leisure and community | 1,320        | —        | —        | —        | 1,320        |
| Roads                             | 1,850        | —        | —        | —        | 1,850        |
| Landfill                          | —            | —        | —        | —        | —            |
| <b>Total</b>                      | <b>7,167</b> | <b>—</b> | <b>—</b> | <b>—</b> | <b>7,167</b> |

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

## 5.8 Leases

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

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

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

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

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

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

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

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

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 5. Our financial position (continued)

## (a) Right-of-Use Assets

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

## (b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

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

Lease liabilities included in the Balance Sheet at 30 June:

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

## Short-term and low value leases

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

## Expenses relating to:

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

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

17 309

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 6. Assets we manage

## 6.1 Property, infrastructure, plant and equipment

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

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

## ANNUAL FINANCIAL REPORT

## Note 6. Assets we manage (continued)

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

## ANNUAL FINANCIAL REPORT

## Note 6. Assets we manage (continued)

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



## ANNUAL FINANCIAL REPORT

## Note 6. Assets we manage

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

## ANNUAL FINANCIAL REPORT

## Note 6. Assets we manage (continued)

*Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

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

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

**Asset recognition thresholds and depreciation periods**

|  | <b>Depreciation<br/>Period<br/>years</b> | <b>Threshold Limit<br/>\$</b> |
|--|--|-------------------------------|
| <b>Land and land improvements</b>              |  |                               |
| Land   |  | 5,000                         |
| Land improvements                              | 40 years                                 | 5,000                         |
| <b>Buildings</b>                               |  |                               |
| Buildings                                      | 40 - 125 years                           | 5,000                         |
| Building improvements                          | 40 years                                 | 5,000                         |
| <b>Plant and Equipment</b>                     |  |                               |
| Heritage plant and equipment                   | 5 - 30 years                             | 1,000                         |
| Plant, machinery and equipment                 | 2 - 20 years                             | 1,000                         |
| Fixtures, fittings and furniture               | 2 - 20 years                             | 1,000                         |
| Computers and telecommunications               | 3 - 20 years                             | 1,000                         |
| Library books                                  | 10 years                                 | 1,000                         |
| <b>Infrastructure</b>                          |  |                               |
| Road pavements and seals                       | 10 - 80 years                            | 5,000                         |
| Road formation and earthworks                  |  | 5,000                         |
| Road kerb, channel and minor culverts          | 80 - 150 years                           | 5,000                         |
| Bridges deck                                   | 60 - 100 years                           | 5,000                         |
| Bridges substructure                           | 60 - 100 years                           | 5,000                         |
| Footpaths and cycleways                        | 15 - 80 years                            | 5,000                         |
| Drainage                                       | 50 - 200 years                           | 5,000                         |
| Recreational, leisure and community facilities | 15 - 50 years                            | 5,000                         |
| Parks, open space and streetscapes             | 8 - 50 years                             | 5,000                         |
| Off-street car parks                           | 10 - 80 years                            | 5,000                         |
| Aerodromes                                     | 10 - 80 years                            | 5,000                         |
| <b>Intangible Assets</b>                       |  |                               |
| Landfill air-space                             | 1 - 5 years                              | 5,000                         |
| Right of use assets                            | 1 - 10 years                             | 10,000                        |

*Land under roads*

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

*Depreciation and amortisation*

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential

## ANNUAL FINANCIAL REPORT

## Note 6. Assets we manage (continued)

embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Artworks and heritage collections are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

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

*Repairs and maintenance*

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

*Valuation of land and buildings*

Valuation of land and buildings was undertaken in 2018 by a qualified independent valuer. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

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

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

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

*Valuation of Infrastructure*

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

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

## ANNUAL FINANCIAL REPORT

## Note 6. Assets we manage (continued)

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

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

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

**Description of significant unobservable inputs into level 3 valuations**

**Specialised land and land under roads** is valued using a market based direct comparison technique.

Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.16 and \$929 per square metre.

**Specialised buildings** are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis and ranges from \$100 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary up to 60 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure assets** are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year to 192 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

**Reconciliation of specialised land**

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

## ANNUAL FINANCIAL REPORT

## Note 7. People and relationships

## 7.1 Council and key management remuneration

## (a) Related Parties

*Parent entity*  
Ballarat City Council

*Subsidiaries and Associates*  
Nil

## (b) Key Management Personnel

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 7. People and relationships (continued)

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

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

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

**(d) Senior Officer Remuneration**

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

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

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

|               | 2021<br>No. | 2020<br>No. |
|---------------|-------------|-------------|
| Income Range: |             |             |
| <\$150,000    | 6           | —           |



## ANNUAL FINANCIAL REPORT

## Note 7. People and relationships (continued)

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

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

(^\*) Remuneration includes ordinary pay, termination payments, superannuation and leave.

## ANNUAL FINANCIAL REPORT

## Note 7. People and relationships (continued)

|  | 2021<br>\$ '000 | 2020<br>\$ '000 |
|--|-----------------|-----------------|
|--|-----------------|-----------------|

## 7.2 Related party disclosure

## (a) Transactions with related parties

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

|              |    |    |
|--------------|----|----|
| Remuneration | 53 | 32 |
|--------------|----|----|

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

## (b) Outstanding balances with related parties

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

## (c) Loans to/from related parties

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

## (d) Commitments to/from related parties

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

## ANNUAL FINANCIAL REPORT

## Note 8. Managing uncertainties

|  | 2021<br>\$ '000 | 2020<br>\$ '000 |
|--|-----------------|-----------------|
|--|-----------------|-----------------|

## 8.1 Contingent assets and liabilities

## (a) Contingent assets

## Operating lease receivables

Council has entered into property leases consisting of surplus freehold office complexes and other land and buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a Consumer Price Index based revision of the rental charge annually, estimated at 1.01% for the purposes of this disclosure.

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

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

## (b) Contingent liabilities

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

## Defined benefit superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

## Future superannuation contributions

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

## Legal matters

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

## Combustible building cladding

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

## Liability Mutual Insurance

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

## ANNUAL FINANCIAL REPORT

## Note 8. Managing uncertainties (continued)

## (c) Guarantees for loans to other entities

**Financial guarantees**

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

## 8.2 Change in accounting standards

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

## 8.3 Financial instruments

## (a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

## (b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

**Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

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

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

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

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

## (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

## ANNUAL FINANCIAL REPORT

## Note 8. Managing uncertainties (continued)

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

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

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

**(d) Liquidity risk**

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

To help reduce these risks Council:

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

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

**(e) Sensitivity disclosure analysis**

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

- A parallel shift of + 0.25% and - 0.25% in market interest rates (AUD) from year-end rates of 0.27-0.39%.

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

## ANNUAL FINANCIAL REPORT

## Note 8. Managing uncertainties (continued)

## 8.4 Fair value measurement

*Fair Value Hierarchy*

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

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

*Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 5 years. The valuation is performed either by experienced council officers or independent experts.

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

*Eureka Flag*

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

*Impairment of assets*

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



## ANNUAL FINANCIAL REPORT

## Note 8. Managing uncertainties (continued)

## 8.5 Events occurring after balance date

**COVID-19**

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

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

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

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

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

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

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 9. Other matters

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

## ANNUAL FINANCIAL REPORT

## Note 9. Other matters (continued)

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 9. Other matters (continued)

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

## ANNUAL FINANCIAL REPORT

## Note 9. Other matters (continued)

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

## ANNUAL FINANCIAL REPORT

## Note 9. Other matters (continued)

## 9.3 Superannuation

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

**Accumulation**

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

**Defined Benefit**

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

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

**Funding Arrangements**

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

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

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

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

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

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

**Employer contributions****Regular contributions**

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

**Funding calls**

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



## ANNUAL FINANCIAL REPORT

## Note 9. Other matters (continued)

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

**The 2020 triennial actuarial investigation surplus amounts**

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

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

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

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

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

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

**The 2021 interim actuarial investigation**

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

**Superannuation contributions**

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

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

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

## ANNUAL FINANCIAL REPORT

## Note 10. Changes in accounting policies

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

## i) Impact of adoption of new accounting standards

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

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

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

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

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

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

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

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

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

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

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

## Note 11. Errors and changes in accounting estimates

## 11.1 Found assets

During the annual revaluation process, Council identified further assets owned that were not reflected in the Fixed Asset Register. Advancements in technologies, including GIS mapping, utilised by Council allow for greater recognition and management of Council assets. In 2021 assets to the value of \$3.631m were found (2020 - \$2.487m) that were not reflected in the Asset Register.

## ANNUAL FINANCIAL REPORT

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

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

# ANNUAL PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2021

## ANNUAL PERFORMANCE STATEMENT



## Independent Auditor's Report

### To the Councillors of Ballarat City Council

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

Level 31 / 35 Collins Street, Melbourne Vic 3000  
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

## ANNUAL PERFORMANCE STATEMENT

---

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  
30 September 2021



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



## ANNUAL PERFORMANCE STATEMENT

## CITY OF BALLARAT PERFORMANCE STATEMENT 2021

### BALLARAT A GREAT PLACE TO LIVE

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

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

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

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



## ANNUAL PERFORMANCE STATEMENT

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

| AUDITED PERFORMANCE INDICATORS   |              |              |              |              |   |
|--|--------------|--------------|--------------|--------------|---|
| Service Performance Indicators   | Results 2018 | Results 2019 | Results 2020 | Results 2021 | Comments  |
| <b>Aquatic Facilities Utilisation</b>  |              |              |              |              |   |
| AF6 Utilisation of aquatic facilities<br><i>[Number of visits to aquatic facilities / Municipal population]</i>  | 5.68         | 6.06         | 4.42         | 1.87         | Due to the COVID-19 pandemic and the Victorian Government Restrictions that have been enforced we have seen our aquatic facilities be heavily impacted with 117 days closed and 91 days with limited services which is 57.5% of the financial year. |
| <b>Animal Management Health and safety</b>   |              |              |              |              |   |
| AM7 Animal management prosecutions<br><i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>  | New in 2020  | New in 2020  | 100.00%      | 100.00%      | Ballarat City Council undertook 7 animal management prosecutions during the year, all of which were successful.   |
| <b>Food Safety Health and safety</b>   |              |              |              |              |   |
| FS4 Critical and major non-compliance outcome notifications<br><i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i> | 95.45%       | 96.55%       | 94.25%       | 97.65%       | The non-compliances that aren't followed up are due to the event or market vendors that do not reside in the Ballarat City Council. Overall, Councils level of outcome notifications has slightly increased in the 2021FY.                          |

## ANNUAL PERFORMANCE STATEMENT

| AUDITED PERFORMANCE INDICATORS   |              |              |              |              |   |
|--|--------------|--------------|--------------|--------------|---|
| Service Performance Indicators   | Results 2018 | Results 2019 | Results 2020 | Results 2021 | Comments  |
| <b>Governance</b><br><b>Satisfaction</b><br>G5 Satisfaction with council decisions<br><i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>                        | 55.00        | 55.70        | 61.10        | 58.00        | At the end of FY 19/20 Council was the subject of an integrity body report that was critical in relation to the perception of how decisions were being made. This is one factor that could have contributed to a lower score in the 2020/21 FY, noting there are a significant number of Council decisions made each year on a wide range of matters.   |
| <b>Libraries</b><br><b>Participation</b><br>LB4 Active library borrowers in municipality<br><i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>                          | 12.43%       | 12.75%       | 12.19%       | 11.25%       | The COVID 19 pandemic forced closures for a number of months with our libraries which resulted in a minor decrease in active library members. However, through some innovative projects and initiatives we were able to minimise the decrease through initiatives such as Click and Collect services, Book Tailoring, additional promotion of online resources and collections (E-books) etc. |
| <b>Maternal and Child Health (MCH)</b><br><b>Participation</b><br>MC4 Participation in the MCH service<br><i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i> | 73.37%       | 72.48%       | 71.63%       | 71.83%       |   |

| AUDITED PERFORMANCE INDICATORS  |              |              |              |              |  |
|---|--------------|--------------|--------------|--------------|--|
| Service Performance Indicators  | Results 2018 | Results 2019 | Results 2020 | Results 2021 | Comments   |
| <b>Maternal and Child Health (MCH)</b><br><b>Participation</b><br>MC5 Participation in the MCH service by Aboriginal children<br><i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i> | 55.43%       | 64.52%       | 71.56%       | 72.10%       | The lower percentage in Aboriginal children participation in the funded MCH service is due to the local Aboriginal co-operative running a similar service. A client can access both services or choose either one of these services. We have a lower intake of indigenous newborns to the MCH program due to some families choosing the Aboriginal co-operative child health program. Ballarat City Council has seen an increase in participation over the last four years due to a focus on indigenous partnership work, cultural safety of facilities and health service provisions, professional development with nurse teams, support from Council's Aboriginal Liaison Officer and MCH representation within indigenous networks. |
| <b>Roads</b><br><b>Satisfaction</b><br>R5 Satisfaction with sealed local roads<br><i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>   | 59.00        | 58.70        | 55.30        | 52.00        | Over the last 2 years there has been above average rainfalls leading to deterioration in roads quicker than prior years and in turn delaying jobs that were scheduled when its too wet to be able to complete the required jobs. This has resulted in an increase of requests especially in the second year which would lead to the decreased satisfaction.  |
| <b>Statutory Planning</b><br><b>Decision making</b><br>SP4 Council planning decisions upheld at VCAT<br><i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>  | 63.64%       | 71.43%       | 75.00%       | 100.00%      | In the 2021FY, there were zero applications (out of six) overturned by VCAT, three out of 12 in 2020FY, two out of seven in 2019FY and four out of 11 in 2018FY. This shows how a small change in numbers can have a large effect on this indicator.   |
| <b>Waste Collection</b><br><b>Waste diversion</b><br>WC5 Kerbside collection waste diverted from landfill<br><i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>               | 47.14%       | 48.65%       | 43.07%       | 41.56%       | Ballarat's recycling system changed in 2020FY, with glass being no longer part of the kerbside collection recyclables but instead collected at community collection points. This has reduced the volume of material in kerbside recycling bins. The landfill diversion percentage would be 43.6% in 2021FY when including Ballarat's separate non-kerbside glass collection service.   |

## ANNUAL PERFORMANCE STATEMENT

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

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

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

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

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

## ANNUAL PERFORMANCE STATEMENT

| 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:<br>(a) non-recurrent grants used to fund capital expenditure; and,<br>(b) non-monetary asset contributions; and,<br>(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)                             |
| Adjusted underlying surplus (or deficit)     | means adjusted underlying revenue less total expenditure   |
| Annual report                                | means an annual report prepared by a Council under sections 131, 132 and 133 of the Local Government Act 2020  |
| Asset renewal expenditure                    | means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability   |
| Class 1 food premises                        | means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act   |
| Class 2 food premises                        | means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act   |
| Critical non-compliance outcome notification | means a notification received by Council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health   |
| Current assets                               | has the same meaning as in the Australian Accounting Standards   |
| Current liabilities                          | has the same meaning as in the Australian Accounting Standards   |
| Food premises                                | has the same meaning as in the Food Act 1984   |
| Infrastructure                               | means non-current property (excluding land), plant and equipment   |
| Local road                                   | means a sealed or unsealed road for which the Council is the responsible road authority under the Road Management Act 2004   |
| Major non-compliance outcome notification    | means a notification received by a Council under section 19N(3) or (4) of the Food Act 1984, or advice given to Council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken    |
| MCH  | means the Maternal and Child Health service provided by a council to support the health and development of children within the municipality from birth until school age  |
| Non-current assets                           | means all assets other than current assets   |
| Non-current liabilities                      | means all liabilities other than current liabilities   |
| Non-recurrent grant                          | means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan  |
| Own-source revenue                           | means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)  |
| Population                                   | means the resident population estimated by Council   |
| Rate revenue                                 | means revenue from general rates, municipal charges, service rates and service charges   |
| Recurrent grant                              | means a grant other than a non-recurrent grant   |
| Relative socio-economic disadvantage         | in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio- Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA |
| Residential rates                            | means revenue from general rates, municipal charges, service rates and service charges levied on residential properties  |
| Restricted cash                              | means cash and cash equivalents, within the meaning of the Australian Accounting Standards, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year                  |
| SEIFA  | means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website  |
| Unrestricted cash                            | means all cash and cash equivalents other than restricted cash   |

## ANNUAL PERFORMANCE STATEMENT

## OTHER INFORMATION

### Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

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

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

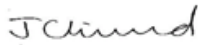
The forecast figures included in the Performance Statement are those adopted by council in its four year budget on 23 June 2021 and which forms part of the Council Plan. The four year budget document includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The four year budget can be obtained by contacting Council.



## PERFORMANCE STATEMENT REPORT

**Certification of Performance Statement**

In my opinion, the accompanying Performance Statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

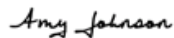
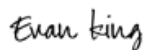
**Jason Clissold****Principal Accounting Officer****Dated:** 22nd September 2021

In our opinion, the accompanying Performance Statement of the *City of Ballarat* for the year ended 30 June 2021 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.

**Daniel Moloney****Mayor****Dated:** 22nd September 2021**Amy Johnson****Deputy Mayor****Dated:** 22nd September 2021**Evan King****Chief Executive Officer****Dated:** 22nd September 2021

# APPENDIX

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

### Advisory committees

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

### Stakeholder reference groups and internal working groups

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

### Groups and organisations

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

### Committees established under other Acts

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



## City of Ballarat's commitment to good Governance

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

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

## NRS-Friendly

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

### Customer Service

☎ 03 5320 5500  
Monday–Friday  
8.15am–5pm  
@ info@ballarat.vic.gov.au

### 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



## 8.2. PLP/2021/158 LAKE LIGHTING

**Division:** Development and Growth  
**Director:** Natalie Robertson  
**Author/Position:** Conor Perrott - Manager, Statutory Planning

### PURPOSE

1. The purpose of this report is to determine a position on Planning Permit Application PLP/2021/158.

### BACKGROUND

2. This application has been lodged in response to the findings of the *Lake Wendouree Master Plan (2017)* ('Master Plan') which was endorsed by Council in 2017. The Master Plan was developed following extensive community consultation in which lighting of the Steve Moneghetti Track was identified as the most supported and highest priority project of the Plan, with 82% of the 1,800 responses received supporting the project.
3. Following the adoption of the Master Plan, further online community consultation undertaken with 150 responses received offering mixed feedback. Trial lighting was installed in December 2020/January 2021 to demonstrate to the community how the proposed lights would appear once installed. Further consultation was undertaken as part of this trial between December 2020 and February 2021, with 64 submissions received again offering mixed support. A question-and-answer session was held following this round of consultation to clarify certain misinformation that had come out of the consultation.
4. The planning application was subsequently lodged in March 2021.
5. The project has received \$2,500,000 in funding from the Victorian state government via Regional Development Victoria, following bi-partisan election commitments providing for this funding.

A summary of the application is provided below:

|                         |  |
|-------------------------|--|
| <b>DATE RECEIVED</b>    | 11 March 2021  |
| <b>PROPERTY ADDRESS</b> | Lake Wendouree foreshore, LAKE WENDOUREE VIC 3350  |
| <b>APPLICANT</b>        | Ballarat City Council C/- GHD  |
| <b>PROPOSAL</b>         | Building and works for the installation of lighting and associated demolition of existing lighting |
| <b>ZONE</b>             | Public Park and Recreation Zone, General Residential Zone-Schedule 1                               |
| <b>OVERLAY/S</b>        | Heritage Overlay – Schedules 13, 149 and 163   |
| <b>PERMIT TRIGGERS</b>  | 43.01-1 – Buildings and works in a Heritage Overlay  |

|  |  |
|--|--|
|  | 43.01-1 – Demolition within a Heritage Overlay                           |
| <b>RESTRICTIVE COVENANTS</b>             | The application does not contravene any restrictions listed on the title |
| <b>CURRENT USE/DEVELOPMENT</b>           | Public open space, recreation, culture                                   |
| <b>CULTURAL HERITAGE MANAGEMENT PLAN</b> | Yes, required  |
| <b>SUBMISSIONS</b>                       | 23 objections and four letters of support                                |

## PROPOSAL

6. Planning approval is sought for the installation of lights and associated electrical supply infrastructure edging the Steve Moneghetti Track surrounding Lake Wendouree, except for that part of the track between Carlton Street and Gregory Street/St Aidans Drive/The Boulevard (see further discussion in 'Overlays').
7. 225 light poles are proposed to be installed around the perimeter of Lake Wendouree approximately 25 - 30 metres apart. The proposed locations of the light poles are shown in Attachment 1 - Drawing No. EL-1-00 to EL-9-00. The final locations of the poles and associated infrastructure is noted on the plans as being subject to confirmation of Tree Protection Zones.
8. The light poles will be 5 metres high and fixed to a concealed base plate requiring concrete footings and topped with a 50 cm high light fitting as shown in Figures 1 and 3.

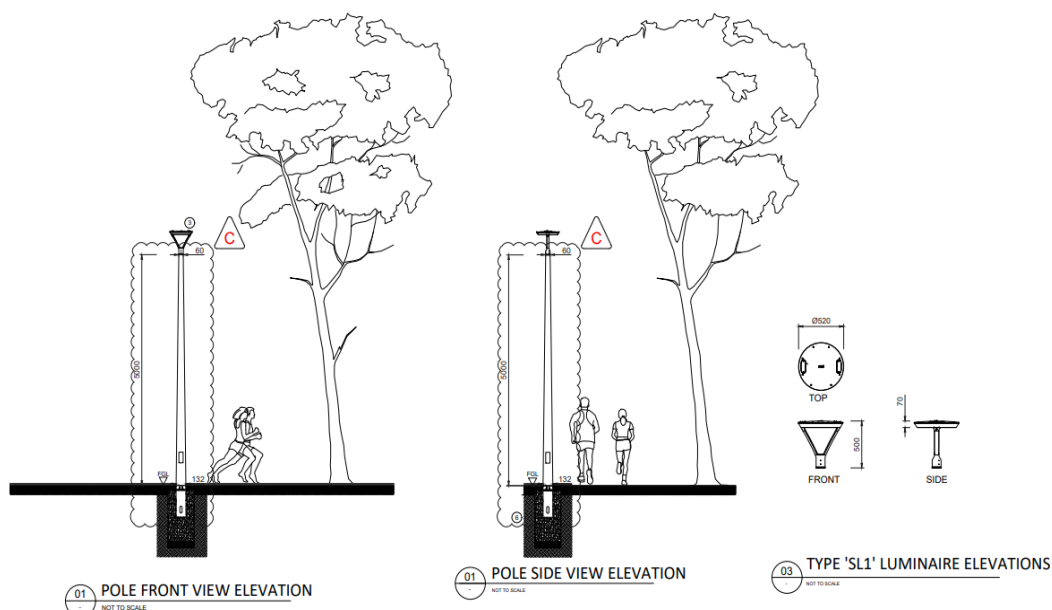


Figure 1 - Elevation of light poles and light fitting

9. The light poles and fittings are proposed to be Moss Green (RAL 6005) in colour as shown in Figure 2. The triangular-shaped light fitting support were selected to meet the relevant Australian Standard for public lighting (AS/NZS 1158.3.1:2020).



Figure 2 – Proposed colour

10. Each light projects downwards onto the track and the lights are proposed to be spaced to provide consistent light along its length. The lights are proposed to be operational until 11pm each night. The time of day that the lights will turn on will vary and will be triggered by a sensor that measures the amount of natural available light. Photographs in Figure 3 of the trial lighting installed by Council show the degree of light spill from the track and the consistency of light along its length.



Figure 3 – Trial lighting aerial photograph and elevation of the track

11. Electrical cabling will be installed along the entire length of the Track via directional drilling. Existing electrical supply points will be upgraded, including within existing electrical supply pillars and overhead infrastructure.
12. Five (5) new electrical supply pillars are proposed to be installed at the locations generally described as:
1. East side of the track near the junction of McArthur Street and Wendouree Parade (see Drawing No. EL-2-04);
  2. North side of the track near the junction of Dowling Street and Wendouree Parade (see Drawing No. EL-2-07);
  3. South side of the track, east of the junction of Stafford Court and Wendouree Parade (see Drawing No. EL-2-08);
  4. South side of the track close to the junction of St Aidans Drive and Wendouree Parade (see Drawing No. EL-2-10); and
  5. Between the road and the track, north of the junction of Alfred Street North and Wendouree Parade (see Drawing No. EL-2-18).

13. One (1) additional electrical supply pillar will be located between the adventure playground and the Windmill Drive car park and does not form part of this application (see further discussion in 'Overlays').
14. Demolition of existing lighting along the track is also proposed. This includes the removal of five (5) existing bollard lights located between the adventure playground and the Windmill Drive car park (although these works do not form part of this application (see further discussion in 'Overlays')). Demolition of the trial lighting installed during the consultation phase of the project is also required.

### SUBJECT SITE AND SURROUNDS

15. Lake Wendouree is a Crown allotment and is classified by the National Trust of Australia (Victoria – LO183). The land is managed by Council and supports a range of uses, including the recreational activities accommodate by the track (walking, running and cycling).
16. The area surrounding the lake includes residential and commercial land uses, the Ballarat Botanical Gardens and a private school.
17. With respect to existing vegetation on site, a large majority of this is exotic, in particular the mature trees lining the track. Correspondence submitted by the applicant prepared by Biosis titled *Lake Wendouree Steve Moneghetti Track Lighting Project- Native Vegetation Impacts* states that ground layer vegetation is predominantly introduced grasses and existing trees are also predominantly introduced with some planted Red River Gums on the southern side of the lake. Native vegetation is present within the aquatic zone.
18. The north-western element of the track is included within land upon the Victorian Heritage Register (reference number H2252) as shown below.



Figure 4 – Victorian Heritage Register place number H2252 shown in purple



## PLANNING PERMIT HISTORY

19. The site has an extensive planning permit history, including:
- PLP/2008/610 – Development of the land for a community boat shed and dispensation of car parking
  - PLP/2007/633 – Business identification signage;
  - PLP/2014/125 – Alterations and additions to a building, vegetation removal, creation of access to a Road Zone Category 1, reduction in car parking;
  - PLP/2009/671/A - Alterations and additions to an existing building including demolition/removal of existing buildings;
  - PLP/2018/112 – External alterations and internal additions to a recreational boat facility;
  - PLP1999/342 – Jetty;
  - PLP/2006/111 – Extension to a boatshed;
  - PLP/1999/115 – Liquor licence;
  - PLP/2015/417 – Alterations and additions;
  - PLP/2016/413 – Business identification signage;
  - PLP/2006/797 – Extension to existing jetty;
  - PLP/2020/571 – Buildings and works associated with a boat shed and additions to a deck;
  - PLP/2005/299 – Alterations and additions to existing boatsheds;
  - PLP/2010/16 – Construction of a deck, dispensation of carparking and extension of to include proposed deck;
  - PLP/2020/737 - Demolition and reconstruction of Boatshed 21;
  - PLP/2020/696 - Demolition of two jetties and development of two pontoons;
  - PLP/1997/856 – Alterations and additions to existing boatshed; and
  - PLP/2017/152 - Partial demolition, alterations and additions to a rowing club and function centre and car parking reduction

## PUBLIC NOTIFICATION

20. The application is exempt from the notice and review provisions of Section 52 of the *Planning and Environment Act 1987* as set out in Clause 52.31-2 of the Ballarat Planning Scheme.
21. Importantly, this provision was introduced into the scheme via Amendment VC211 on 14 September 2021. Prior to this, the proposed lights were not exempt from notice and review and as such the notice that was given was issued correctly and in accordance with the relevant scheme provisions that applied at the time.
22. Though a number of representations were received in response to the application, these cannot now be considered. Notwithstanding this, the matters raised have been incorporated into the following assessment.
23. Council received 23 objections and four (4) submissions of support in response. The key issues raised by objectors are:
- Environmental –
- Installation of lighting will be detrimental to local wildlife including to breeding and normal behaviors;
  - Trees around the lake will be damaged by the infrastructure, in particular the installation of the cabling around the entire lake;
  - Detrimental to insect life cycles, further research was not undertaken as recommended;
  - Discourage naturalists from studying fauna at the lake; and

- Should be solar powered.

#### Amenity –

- Lighting will be detrimental to the personal amenity of people who live around the lake (i.e. looking out windows onto lights and infrastructure);
- Disrupt the sunset and sunrise;
- Too many structures, visual bulk and clutter;
- Unattractive lighting will be detrimental to high-quality streetscapes;
- Will result in segmentation of views across the lake;
- Concern for privacy of residents;
- Wrong type and height of lighting selected; and
- Existing conditions provide enough light for people to use the track

#### Safety –

- Lighting will compromise personal safety by being too bright and preventing ability to see; and
- Research shows that increased lighting can be detrimental to safety

#### Heritage –

- Contrary to the listing on the Victorian Heritage Register (place number 2252);
- Compromise the heritage values of the lake;
- Impacts to heritage trees; and
- Inadequacy of Heritage Impact Assessment

#### Other –

- Lack of consideration of other options;
- Excessive cost;
- City of Ballarat does not have a lighting policy;
- Conflict of interest for the City of Ballarat in applying for a permit from themselves, applicant has conflict of interest;
- No cost benefit analysis provided;
- No publicly available data to support claims that the lighting is required;
- Conflicting outcomes of preservation of darkness and safety and security; and
- Inconsistencies in the planning documentation regarding the timing of the lighting

## EXTERNAL REFERRALS

24. The application was not required to be referred to any external agencies.

## INTERNAL REFERRALS

| Department      | Advice  |
|-----------------|---|
| Heritage        | See Attachment 2  |
| Officer comment | The heritage advice is noted. It is considered that on balance the proposal will achieve net community benefit. Concerns relating to impacts to existing vegetation will be managed through the inclusion of appropriate conditions on any permit issued. |

|          |  |
|----------|--|
| Arborist | <p>Council's Vegetation Officer provided the following comments:</p> <p><i>In collaboration with Lachlan Andrews of ArborSafe Australia Pty Ltd, I was involved in the collection of tree data for the 400 trees that could potentially be impacted upon through the installation of the in ground infrastructure for the proposed lighting... Tree Protection Zones (TPZ) and Structural Root Zones (SRZ) were measured and advice was given in relation to the best possible way of installing the infrastructure while providing the appropriate level of protections to the trees in this prominent location.</i></p> <p><i>...the vast majority of the power installations... will be installed with the use of a directional inline borer. Tree root compaction is an area that needs considerable careful management throughout this project to ensure the ongoing viability not only of the trees within the work zone but including all trees within the Lake Wendouree foreshore Reserve. Conducting the installation using the boring method will ensure that tree roots systems are not compromised by way of excavation. Some excavations will be needed to be undertaken however these excavations will be located outside SRZ's and only limited to a small area (&lt;10% of the TPZ) under the guidance of the designated City of Ballarat or independent project arborist.</i></p> <p><i>Site preparation and coordination is key to a successful outcome in this instance. An accurate survey plan detailing tree TPZs and SRZs should be supplied to the power installers and marked out on the ground... A direct line of communication needs to be established between the contractor and the designated City of Ballarat or project arborist to aid in addressing any issues that may arise. Pre-start inductions and regular site visits also need to be undertaken.</i></p> <p>Council's vegetation officer also reviewed the proposed tree management plan conditions drafted and offered the following comments:</p> <p><i>The preparation of a tree management plan is vital as it will clearly outline measures to ensure the ongoing viability of trees located within the work zone and ensure a direct line of communication between the works team/project arborist/Council etc.</i></p> |
|----------|--|

|                 |  |
|-----------------|--|
| Officer comment | The proposed tree management plan condition reviewed by Council's Vegetation Officer has been included within this recommendation as a draft permit condition. This will ensure all trees remain healthy and viable during and following construction. Permit conditions will also require the submission of a detailed survey plan showing the TPZ and SRZ of all trees as well all proposed works with respect to these zones. |
|-----------------|--|

## OFFICER DIRECT OR INDIRECT INTEREST

25. No officer involved in the preparation of this report has declared a conflict of interest.

## PLANNING POLICY FRAMEWORK

26. The following policies are relevant to the consideration of this application:

- Clause 12.01 – Biodiversity
  - Clause 12.01-1S – Protection of biodiversity;
  - Clause 12.03-1S – River corridors, waterways, lakes and wetlands; and
  - Clause 12.05 – 2S – Landscapes.
- Clause 15.01 – Built Environment
  - Clause 15.01-1S – Urban design
- Clause 15.03 – Heritage
  - Clause 15.03 -1S – Heritage conservation; and
  - Clause 15.03 – 2S – Aboriginal cultural heritage
- Clause 19.02 – Community Infrastructure
  - Clause 19.02-6S – Open Space
- Clause 21 – Municipal Strategic Statement
  - Clause 21.03 – Environmental and landscape values;
  - Clause 21.06 - Built form, heritage and design; and
  - Clause 21.02-8 Open Space
- Clause 22.05 – Heritage Conservation and heritage precincts

## ZONES

27. The site extends across two zones:

- Public Park and Recreation Zone (PPRZ); and
- General Residential Zone – Schedule 1 (GRZ1).

28. The purposes of the PPRZ include, as relevant:

- *To recognise areas for public recreation and open space;*
- *To protect and conserve areas of significance where appropriate; and*
- *To provide for commercial uses where appropriate.*

29. The purposes of GRZ1 include, as relevant:

- *To allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.*

## OVERLAYS

30. The following overlays apply:

- Heritage Overlay (HO):
  - o Schedule 13 - Ballarat Botanical Gardens, Gillies Street and Wendouree Parade, Lake Wendouree;
  - o Schedule 149 - Olympic Rings monument located on the Lake Wendouree Foreshore; and
  - o Schedule 163 - Lake Wendouree Heritage Precinct.

31. With respect to heritage matters, the area within Schedule 13 does not form part of this planning permit application as it is a listed place on the Victorian Heritage Register (Reference H2252). No planning permit is required for the installation of lighting and associated electrical infrastructure, nor is it required for demolition in this area in accordance with Clause 43.01-4 of the Ballarat Planning Scheme.

32. A separate permit has been obtained from Heritage Victoria for matching lighting in this area (as shown in Figure 4).

### Lake Wendouree Master Plan (2017)

33. As highlighted previously, the *Lake Wendouree Master Plan (2017)* was previously endorsed by Council. The Plan was developed following extensive community consultation, in which lighting of the Steve Moneghetti Track was identified as the most supported and highest priority project of the Plan.

34. The Plan states that the Lake Wendouree and Gardens precinct is widely regarded as Ballarat's 'Jewel in the Crown' and is integral to the well-being and identity of Ballarat. The lake supports a broad range of community uses and provides for significant levels of recreational and aquatic sports, whilst also serving as a key tourist attraction and an important part of Ballarat's heritage.

35. The objective of the Master Plan is to '*support the activation of Lake Wendouree so it is promoted and enhanced as an inclusive centre of community life, while protecting its character, views, trees and environmental functions.*'

36. The Master Plan states, with respect to facilities and amenities:

*Lighting throughout the Lake's foreshore, in particular along the Steve Moneghetti Track and in car parking areas, is poor and use at nights and afternoons during winter months is limited and potentially unsafe. Some sectors of the Ballarat community have been requesting lighting of the Lake for several decades and recent lighting trials have confirmed that pole mounted energy efficient lighting at regular intervals provides the most effective and efficient lighting for improved pedestrian safety. Community feedback through this Master Plan process has also indicated that there is overwhelming community support for the concept of installing lighting around the Steve Moneghetti Track.*

37. The Master Plan includes the following recommendations of relevance to the proposal:
- *Lighting to be pole mounted, low energy consumption and spaced at regular intervals to provide a consistent level of energy efficiency lighting to standards that address public safety;*
  - *Lighting be low spill with controlled hours of operation to minimise the impact on bird life and wildlife and discourage anti-social behaviour;*
  - *Lighting options consider the best outcomes in terms of visual and environmental impacts, and costs to install and maintain.*
  - *Lighting of the Steve Moneghetti Track be considered a priority project within the Master Plan given its overwhelming community support.*

## PARTICULAR PROVISIONS

### 38. Clause 52.17 - Native vegetation

The purpose of the clause is to *ensure that there is no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation*. Planning approval is required to remove, destroy or lop native vegetation, including dead vegetation.

It is noted that Clause 73.01 defines native vegetation as *plants that are indigenous to Victoria, including trees, shrubs, herbs and grasses*.

Correspondence submitted by the applicant prepared by Biosis titled *Lake Wendouree Steve Moneghetti Track Lighting Project- Native Vegetation Impacts* states that with respect to native vegetation, 'if works are limited to the terrestrial garden/parkland zone, the project will not impact upon native vegetation.'

As all works are restricted to the park land zone, native vegetation will not be impacted.

### 39. Clause 52.31 - Local government projects

The purpose of the clause is to facilitate the development of land by or on behalf of municipal councils.

The proposal does not qualify for any of the exemptions from planning approval pursuant to Clause 52.31-1.

Clause 52.31-2 outlines exemptions for notice and review, in particular stating:

*An application under any provision of this planning scheme to develop land by or on behalf of a municipal council is exempt from the notice requirements of section 52(1) (a), (b) and (d), the decision requirements of section 64(1), (2) and (3) and the review rights of section 82(1) of the Act. This exemption does not apply to:*

- *An application for a development with an estimated cost of more than \$10 million.*
- *An application for a development associated with the use of land for accommodation, earth and energy resources industry, energy generation facility, industry or warehouse.*
- *An application to remove, destroy or lop more than:*
  - *0.5 hectares of native vegetation other than a tree; or*
  - *15 native trees with a trunk diameter of less than 40 centimetres at a height of 1.3 metres above ground level; or*
  - *5 native trees with a trunk diameter of 40 centimetres or more at a height of 1.3 metres above ground level.*

As such, the application is exempt from the relevant notice, decision and review requirements of the *Planning and Environment Act 1987* as listed above. As previously noted, this provision was introduced into the planning scheme on 14 September 2021 only via Amendment VC211 and after notice of the application was sent.



Importantly, the relevant clauses of the planning scheme do not include transitional provisions meaning the exemption applies to applications lodged prior to the gazettal of the amendment as is the case here.

## GENERAL PROVISIONS

40. The following General Provision is relevant to this application:

Clause 67.01 (Exemptions from 96(1) and 96(2) of the Act)

The clause outlines numerous use and development exemptions from Sections 96(1) and 96(2) of the Act. Specifically, this clause states that the development of land for the 'lighting or floodlighting of a recreation facility or building...' is exempted from the provisions of Sections 96(1) and 96(2).

Section 96(1) of the Act states:

*A responsible authority must obtain a permit from the Minister before carrying out any use or development for which a permit is required under the planning scheme for which it is the responsible authority unless the planning scheme exempts the land, use or development from this subsection.*

Section 96(2) of the Act states:

*A person other than the responsible authority must obtain the consent of the responsible authority and a permit from the Minister before carrying out any use or development on any land managed (whether as committee of management or otherwise) occupied or owned by the responsible authority for which a permit is required under the planning scheme for which it is the responsible authority unless the planning scheme exempts the land, use or development from this subsection.*

As such, a permit for the proposed lighting is not required to be obtained from the Minister for Planning and rather the application can be considered and determined by Ballarat City Council.

## KEY MATTERS

41. Policy support

The proposal broadly responds to the objectives of state and local planning policy.

Lake Wendouree is significant at a local, state and national level owing to its rich history, valuable natural environment and status as a vital open space asset supporting the community's wellbeing and recreational needs. The distinct, open landscape of the lake and existing tree canopy are defining characteristics of the precinct, as is the lake environment which supports a diversity of wildlife.

To ensure these values are maintained, the proposal has been designed in a manner which respects the valued characteristics of the lake and its immediate environs, whilst also allowing for enhanced recreational activities along the foreshore. The contemporary, slim design of the lights, in combination with their neutral colouring and lantern-like appearance, will appear as a modern element which complements the surrounding natural environment without being visually obtrusive. Recommended conditions will ensure that the methodology used to install the lights and required infrastructure will not detrimentally affect the health of surrounding trees and the surrounding environment will not be adversely impacted in accordance with the objectives of Clause 12.01-1S (Protection of biodiversity) and Clause 12.05-2S (Landscapes).



The *Preliminary Biodiversity Impact Assessment- Lake Wendouree Light Installation* prepared by Biosis states that *the proposed lighting project is not expected to impact upon the habitat quality of the majority of the aquatic area, due to the size of the lake and the distance between the running track and the aquatic habitats*. Further, correspondence prepared by Biosis confirms that native vegetation will not be impacted by the proposed works on the basis the works remain within the park land zone. As such, the existing vegetation and biodiversity of the precinct will not be affected.

The addition of lights around the track will increase the recreational value of an important part of Ballarat's open space network and will improve the quality of open space as expressly encouraged by Clause 21.02-8 (Open space). The lighting will foster a more connected, safe and pleasant pedestrian environment and, in turn, will have significant health and wellbeing benefits to the community and visitors, directly responding to the objectives of Clause 15.01-4S (Healthy neighbourhoods).

The contemporary, slim-line form of the proposed lights is consistent with the objectives of Clause 21.06 (Built form, heritage and design) and will provide high quality urban design outcomes that also respect and respond to the contributory features of an area of heritage significance. The heritage values of Lake Wendouree have been considered since conception, with the proposal sensitively designed to minimise visual impacts and maintain the cultural significance of the heritage place, in accordance with the objectives of Clause 22.05 (Heritage conservation and heritage precincts).

The proposal also provides for the protection and conservation of pre-contact and post-contact Aboriginal cultural heritage places, in accordance with the objectives of Clause 15.03-2S (Aboriginal cultural heritage). The lake and surrounds are a mapped area of Aboriginal Cultural Heritage Sensitivity. A cultural heritage management plan has been prepared and approved in accordance with the *Aboriginal Cultural Heritage Act 2006* and regulations. The approved plan ensures that the works are undertaken in accordance with the requirements of the Wadawurrung; the Registered Aboriginal Party and with respect to mitigation, protection and contingency procedures as these relate to the management of cultural heritage values before, during and after development of the land.

#### 42. Heritage

The application proposes extensive underground works and lighting predominantly across the Lake Wendouree Precinct (HO163), with minor underground works required within the area covered by Schedule 149 (Olympic Rings). It is noted that tree controls apply in Schedule 163 and the heritage citation states that no elements are 'not significant to the precinct.'

The application also proposes the demolition of the existing trial lighting installed in December 2020/January 2021. As this lighting is a recent installation undertaken by Council, and does not form part of the original heritage fabric of the precinct, its removal is considered appropriate and necessary to facilitate the proposed works.

Council's Heritage Advisor predominantly raised concerns with regard to the proposal's aesthetic impacts and that the works will have detrimental impacts upon the mature exotic trees within the precinct. These concerns have however been given limited weight on the basis that:

##### *Impacts on vegetation –*

The applicant has provided a report prepared by ArborSafe discussing the impacts of the proposal upon mature trees within the area and which are likely to be impacted by the works. This report was prepared with the guidance of Council's Vegetation Officer to ensure all trees with the potential to be impacted were captured and assessed.

Trees that would potentially be impacted by the construction of lighting and electrical infrastructure have had Tree Protection Zones (TPZs) and Structural Root Zones (SRZs) calculated in accordance with Australian Standard AS4970-2009: Protection of Trees.

The Arborist Report states that due to the nature of the proposed works, their proximity to the subject trees, the significance and prominence of the trees and the potential for direct damage by machinery, several measures are required to be implemented. These recommendations (included at Chapters 7-10 of the Arborist Report) relate to: design finalisation, light pole positions, tree protection fencing and guidelines for sensitive construction activities.

Recommended conditions seek to ensure all works are undertaken in line with these recommendations and, in turn, minimise impacts upon surrounding trees.

*Aesthetic impacts –*

With respect to aesthetic impacts, all lighting has been sensitively designed to blend with the surrounding environment, to respect the heritage significance of the precinct and to ensure that all lighting provides a safe environment for pedestrians during hours of reduced daylight.

The contemporary design of the light poles ensures they do not mimic original fabric and the lantern style provides an evidently modern interpretation of historical parkland lighting. With respect to the number of lanterns proposed across the precinct, all have been spaced to ensure consistent lighting along the track and to ensure a safer pedestrian environment during hours of reduced daylight.

The new lanterns will be visible across the precinct, however their green colour and slim design ensures that during daylight hours visual impacts will be limited, if any. When the lanterns are illuminated, their design will achieve minimum or base level requirements for illumination, to mitigate obtrusive light spill to both adjacent residential land and the night sky. It is anticipated that across the lake, all lighting will be faint and as such will not disrupt the heritage values of the precinct as a whole.

Importantly, it is considered that the proposal also appropriately responds to the relevant decision guidelines of the Heritage Overlay, as demonstrated below:

- ***The significance of the heritage place and whether the proposal will adversely affect the natural or cultural significance of the place.***

*The Ballarat Heritage Precinct – Statement of Significance 2006 notes that the evolution of the Lake as a pleasure garden and its associated manmade features are important for their ability to demonstrate changing community perceptions and values in relation to the natural environment...*

The proposed lighting has been designed to minimise impacts upon surrounding natural values, including the lake and established vegetation. The cultural heritage significance of the lake includes the use of the land as an important camp site for the Wathawarrung, a place of recreation and an open space enjoyed by the community. The addition of lights will make a positive contribution to the cultural value of the lake by increasing opportunities for recreation.

Council's Heritage Advisor noted:

*The proposal is unlikely to have any detrimental impact on the social values, historical values, associations and use, architectural and scientific values identified in the Statement of Significance, although it could be argued that the visual impact of the proposal may have some impact on an understanding or appreciation of the fabric which embodies these values.*

- ***Any applicable statement of significance (whether or not specified in the schedule to this overlay), heritage study and any applicable conservation policy.***

The *Ballarat Heritage Precinct – Statement of Significance 2006* includes Lake Wendouree. The application is generally consistent with this statement noting that the lake is of high aesthetic visual appeal and that there are a variety of built forms associated with the recreational and cultural role of the lake. The contemporary, slimline form of the lights is an appropriate, modern addition to this space and the spacing of the lights (25 - 30 metres) minimises their visual impacts when considering landscape views across the lake.

With respect to the works proposed within the area covered by Schedule 149 (Olympic Rings) it is noted that the works are limited to underground infrastructure only, with no light poles within the area or adjacent to the track forward of the Olympic Rings.

Given the overlay seeks to preserve the Olympic Rings and as the proposed underground infrastructure will not be sited in a location which will disrupt or require demolition of any component of this structure, it is considered that the works within this area will not adversely affect the significance of the Olympic Rings.

- ***Whether the proposed works will adversely affect the significance, character or appearance of the heritage place.***

The addition of the lights, and to a lesser degree the supporting electrical supply infrastructure, will modify the appearance of the heritage place and has the potential to affect its significance and character if not delivered sensitively.

In assessing the suitability of any impacts, the Heritage Impact Statement (HIS) prepared by John Briggs Architect and Conservation Consultant (May 2020) and submitted in support the proposal considers the implications of the introduction of new elements of continuous lighting and the form and expression of this. The HIS notes that there are various styles of lighting currently displayed around Lake Wendouree, and states that *the understanding of the historical, social and scientific significance of the place will not be altered by the introduction of contextually responsive and evidently beneficial [lighting] infrastructure...*

In addition, the design of the lighting is responsive to the HIS design criteria, including lighting not replicating historical fixtures but rather being a 'contemporary interpretation' of lantern style fixtures and being a neutral colour with a durable finish.

The proposed lighting also directly responds to the design criteria of the Master Plan which acknowledges the significance of the place and as such expressly directs design outcomes to ensure this is respected.

Council's Heritage Advisor is of the view that the proposed lights will result in adverse impacts to the appearance of the heritage place. It is acknowledged that the introduction of any new infrastructure within an open landscape environment will have an impact, however this must be considered in the context of the purpose and values of the space more generally. A response to the aesthetics of the proposal is provided previously.

- ***Whether the lopping or development will adversely affect the health, appearance or significance of trees.***

Impacts upon existing vegetation has been discussed previously. It is considered that the proposal will not adversely affect the health, appearance or significance of existing vegetation.

#### 43. Net community benefit

Clause 71.02-3 (Integrated decision making) directs that planning and responsible authorities integrate *the range of planning policies relevant to the issues to be determined and balance conflicting objectives in favour of net community benefit and sustainable development for the benefit of present and future generations.*

Economic, environmental and social well-being factors are considered in determining whether a proposal achieves net community benefit.

With respect to economic factors, the proposed lighting is considered to enhance the economic wellbeing of the community as it will improve the quality of the park and increase its attraction as a regional and national tourist destination. Greater opportunities for passive and active recreation will be made available as a safe, well-lit path will span the entire perimeter of the lake and this, in turn, will have flow-on effects to the local community through increased use of the park for a wider range of uses, including community members, community groups and tourists.

With respect to social well-being factors, there are clear benefits delivered through the installation of improved and consistent lighting around the track. The Master Plan states that the track is potentially unsafe due to its poor lighting and that its use during winter months is limited as a result.

The installation of site responsive lighting around the track allowing for a consistently lit path around the perimeter of the lake year-round will result in significant health and wellbeing benefits to the local community due to increased opportunities for passive and active recreation. Furthermore, improved lighting will result in increased perceptions of safety for users, providing significant mental well-being benefits. Improved lighting around the track also increases outdoor social opportunities for community members, which has become more important than ever due to the global pandemic.

With respect to environmental and heritage factors, concerns have been raised with regard to the visual appearance of the lighting and impacts upon existing vegetation. These impacts will be managed via recommended permit conditions which seek to ensure surrounding vegetation is not adversely impacted.

The *Preliminary Biodiversity Impact Assessment- Lake Wendouree Light Installation* prepared by Biosis also anticipates biodiversity impacts as a result of the lighting will be minor and as such it is considered the proposal will deliver an appropriate outcome with respect to environmental factors. Importantly, no native vegetation will be removed to facilitate the proposed works.

With respect to the visual appearance of the lights, concerns have been raised with regard to their number and height and resultant visual clutter.

The lights will be visible across the lake and foreshore area. However, it is noted that planning policy does not seek to ensure new structures are invisible, but rather they are sensitively designed having regard to their purpose. As noted earlier, the design of the lights ensures they will blend with the surrounding natural environment and the contemporary lantern tops will appear evidently modern yet minimalist within the precinct. As such, during the day the visual impact of the lights will be limited, if any. During the hours of use views of lights across the lake will be faint.

These factors must be considered in favour of net community benefit, also acknowledging that responsible authorities must ensure proposals produce an 'acceptable' outcome rather than an 'ideal' or 'perfect' outcome. Increasing the amenity and public safety of one of Ballarat's most significant assets, which will in turn provide substantial mental and physical well-being benefits to the community, considerably outweighs the perceived aesthetic impacts to the heritage place. The proposed lighting will benefit generations of

residents and tourists and further enhance Ballarat as one of Victoria's key regional cities and destinations. The health and well-being benefits that will result from the enhancement of such a significant public asset will also contribute to a healthier, more sustainable community.

For these reasons, it is considered the proposal will achieve a net community benefit when considering all relevant economic, environmental and social factors and as such should be supported.

#### 44. Response to issues raised in objections

##### *Environment*

##### 1. Biodiversity impacts

Multiple submitters raised concerns with regard to the impacts of the lighting on species known or predicted to occur at Lake Wendouree. A *Preliminary Biodiversity Impact Assessment- Lake Wendouree Light Installation* was prepared by Biosis in support of the application.

The environmental report notes the following:

- With respect to the five (5) EPBC Act threatened ecological communities potentially occurring within 5 kilometres of the project area, *due to the majority of the project area being highly modified (i.e. containing large areas of exotic grassland and exotic trees), it is unlikely that any of these communities would be directly impacted by the installation of artificial light sources around Lake Wendouree* (page 4)';
- With respect to the EPBC Act flora and fauna species most likely to occur within the study area, significant impacts on the species as a result of the proposal are unlikely;
- Any potential impact to the Bogong Moth (a species that has a mass migration to south-eastern Australia in spring) is likely to be negligible as Lake Wendouree is unlikely to provide important habitat;
- No impact is expected to the majority of aquatic habitats due to the distance between the lighting and these habitats;
- The lighting may result in changes to the *foraging patterns of nocturnal insectivorous foragers...but this is likely to be already occurring in the area due to the existing street lighting and lights from housing* (page 6);
- There is potential for the lighting to impact upon aquatic insects. This was discussed as being difficult to quantify without detailed studies, however, it is expected that impacts would be minor when considering the location and timing of the lighting and context of existing lighting.

Overall the assessment notes that impacts from the proposed lighting will be minor due to the existing context. As such, it is considered the likelihood of biodiversity impacts are minimal.

##### 2. Light pollution

There were several objections to the loss of darkness at the lake as an essential component of the experience and values of Lake Wendouree.

The limited hours of operation of the lights will ensure there are suitable times throughout the day and night when the environment can be enjoyed in its current form. The addition of lighting infrastructure is considered to have minimal impact at the times the lights would be operational.

The application seeks approval to use the lights to 11.00pm. It is recommended that a condition of permit require this to be reduced to 10pm. Allowing for illumination until 10pm would provide a suitable extension of the recreational capacity of the track whilst respecting



the surrounding residential environment. This would also bring the proposal into line with comparable lighting of other public places within the City of Ballarat (such as sports fields) which do not generally extend past this time.

### 3. The use of solar powered lighting in lieu of the proposed electric light poles

Submitters queried why electric lighting requiring underground cabling was preferred in lieu of solar powered lighting. Submitters stated that such lighting would cause less disturbance to the environment.

This query was raised with the permit applicant who advised:

- The maximum height of the proposed light poles would be 5.5 metres in order to accommodate adjacent tree canopies. Solar powered lights up to a maximum height of seven metres would be required to ensure appropriate clearances around adjacent trees. Importantly, the lower the mounting height, the closer the poles would need to be, potentially requiring an increased number of poles around the lake;
- The majority of the track is in close proximity to established tree canopies. Recharging issues would likely result on the basis solar panels would be in shade for long periods of the day. Solar powered facilities generally require open space and access to six to eight hours sunlight each day to charge;
- Solar technology is stand-alone and as such solar powered lights would not satisfy the brief to include smart city controls. The proposed metered lighting includes smart city controls and can be dimmed and switched off as required. This is necessary in order to respond to the environmental qualities of the lake;
- Solar technology requires regular battery maintenance and replacement every three to five years. The proposed metered lighting includes a 10-year warranty and 50,000 - 70,000 hours operating lifetime. The only maintenance required is the cleaning of the luminaires every five years;
- Solar lighting optic options are limited and therefore controlling spill light beyond the track would be problematic; and
- The proposed metered power connection to the site will not only serve the lights but also the future power requirements of event spaces located around the lake.

Given the above, it is considered that the use of solar lighting would generate additional aesthetic issues (height and visual bulk of solar panels) and maintenance costs over time. To this end, the provision of electric lighting (the cabling requirements of which would also be used in association with adjacent event spaces) represents a more appropriate aesthetic and practical solution.

### 4. Amenity

Loss of personal amenity was raised by multiple objectors, generally expressed as impacts to the internal amenity of adjacent dwellings through light spill and the visual dominance of lighting and infrastructure, loss of privacy and security concerns.

The proposed lights will be visible from some habitable rooms of dwellings opposite the track. Maintenance of private views is not a planning consideration. Public lighting infrastructure is an expected and logical addition to an area of public open space with significant recreation values. The design of the lights, projecting downwards onto the track, will ensure that lighting is not obtrusive.

There is no evidence to suggest the proposed lighting will impact upon the security of adjacent dwellings.

### 5. Other

A range of other concerns were raised. A number of these issues have been addressed previously. Given however the ambit of discretion is generally limited to the Heritage Overlay,

other matters are largely outside the scope of the assessment framework and what Council can therefore consider. These matters include:

- The need for the lighting

The proposed lighting was identified as a priority project as part of the Lake Wendouree Master Plan consultation process. This lighting was supported by subsequent feasibility reports and Council's budget was adjusted accordingly. The lighting would also be part funded by the Victorian State Government

- Why not use existing infrastructure?

This is not possible owing to the need to accord with the specifics of AS 1158.3.1 and to ensure the lighting is free of external obstructions.

- How did Council arrive at the design of these lights?

The design of the light poles was arrived at with regard to alternatives (including the characteristics of solar powered lighting as discussed above), the heritage character of the surrounding area and the requirements of AS1158.3.1

Bollard/ground height lights were considered to be less safe owing to pedestrian level glare.

## CONCLUSION

45. In determining if this planning application demonstrates net community benefit in accordance with Clause 71.02-3, the following matters have been considered:

- The application is consistent with relevant state and local planning policies;
- The lighting has been designed sensitively to minimise visual impacts and will not have an unreasonable impact on the heritage values of Lake Wendouree;
- Impacts to mature trees can be appropriately mitigated and minimised through planning and delivery; and
- The lighting will increase the safety and usability of this public space, consequently improving the cultural and recreational values of the precinct and social wellbeing of the community.

## OFFICER RECOMMENDATION

Having considered all the matters required under Section 60 of the *Planning and Environment Act 1987*, it is recommended that the Responsible Authority grant a Planning Permit in accordance with the Ballarat Planning Scheme in respect of the land known and described as Lake Wendouree foreshore, for the demolition of existing lighting infrastructure and the installation of new lighting and associated electrical infrastructure, subject to conditions.

## OFFICER RECOMMENDATION

1. Governance Review
2. PLP2021158 Lake Wendouree Fore ernal Heritage Officer Annabel
3. PL P 2021158 Lake Wendouree Foreshore Lake Wendouree Plans
4. PL P 2021158 Wendouree Lake Foreshore Lake Lighting proposed Conditions



## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. This report aligns with Council's Vision, Council Plan, Strategies and Policies

**COMMUNITY IMPACT**

2. Any community impacts generated by this development are considered to be positive as set out in the officer's report

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. This proposal does not raise any direct climate emergency issues or environmental sustainability implications.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. There are no economic sustainability implications identified for the subject of this report.

**FINANCIAL IMPLICATIONS**

5. There are no financial implications identified for the subject of this report.

**LEGAL AND RISK CONSIDERATIONS**

6. The application does not raise any legal risks or concerns of note.

**HUMAN RIGHTS CONSIDERATIONS**

7. It is considered that this report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. Notwithstanding third-party appeal rights no longer apply, notice of the application was sent to identified affected properties and public notices placed on site in accordance with the provisions of Section 52 of the *Planning and Environment Act 1987*. A community consultation meeting was also held on 19 October 2021 to discuss the notice and review requirements of the Act. These requirements altered during the assessment process.

**GENDER EQUALITY ACT 2020**

9. There are no gender equality implications identified for the subject of this report.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

---

OFFICIAL

OFFICIAL

10. Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

---

OFFICIAL

## CITY OF BALLARAT

## HERITAGE REFERRAL RESPONSE

|                                       |  |                 |
|---------------------------------------|--|-----------------|
| <b>Planning Permit No:</b>            | PLP/2021/158   |                 |
| <b>Address:</b>                       | Lake Wendouree Foreshore   |                 |
| <b>Proposal:</b>                      | Building and works associated with lighting installation under the Heritage Overlay  |                 |
| <b>Planning Officer:</b>              | Virginia McLeod  |                 |
| <b>Reporting</b>                      | Annabel Neylon<br>Heritage Advisor   | Date: 30/4/2021 |
| <b>Summary Advice</b>                 | Concerns with impact to visual qualities and identified aesthetic value through increased visual clutter; Concerns that the works will have detrimental impact on the mature exotic trees. |                 |
| <b>Pre-application advice summary</b> | N/A  |                 |

| Heritage Status              |  |
|------------------------------|--|
| HO No:                       | HO163  |
| HO Name:                     | Lake Wendouree Precinct  |
| Description of subject site: | <p>The subject site comprises the entire foreshore of Lake Wendouree. The Lake itself is a substantial body of water, with an area of 259 hectares surrounded by public reserve. Dominant visual features are the expanse of the lake itself; surrounding tree plantings; broad grassed areas; structures associated with recreational uses such as rowing and boating; and the pedestrian footpath surrounding the Lake, which has been used for over 100 years for the purposes of promenading, now used for excising. There are two major promontories, View Point located on Eastern Shore and Durham Point on Northern shore.</p> <p>The Botanical Gardens Reserve which abuts the precinct to the west is included on the Victorian Heritage Register and excluded from HO163. This advice responds <u>only to the works proposed in HO163</u>, as Heritage Victoria is the authority responsible for issuing a permit within the Registered Land of the VHR.</p> <p>Lake Wendouree both provides a setting to the urban context of the city as well as being an important local landmark within Ballarat. The</p> |

|              |   |
|--------------|---|
|              | <p>place has clear social values as evidenced by the strong and/or special association with a number of present-day community and cultural groups for social, cultural and spiritual reasons.</p> <p>The aesthetic values of the place are embodied in the vast flat surface of the Lake with its internal 'islands' enclosed by the surrounding park-like reserve, encircling path and generally linear planting of exotic deciduous and evergreen trees. These elements provide a contextual setting for landmarks and structures within the foreshore reserve including the various pavilions, boatsheds and fountains. The experiential qualities of the precinct are enhanced by the vistas across the lake to key landmarks and structures framed by exotic trees along the pathway surrounding the Lake.</p>   |
| Significance | <p>The Statement of Significance for the Lake Wendouree Heritage Precinct identifies it has having historical, architectural, aesthetic, scientific and social significance to the State of Victoria. Although the precinct is <u>not included on the Victorian Heritage Register</u>, the incorporated document states that the place has highly elevated significance above that of most precincts within Ballarat which are described as being of Local significance.</p> <p>These values are embodied in both physical fabric of the place, and the enduring and close associations which many groups and communities continue to have to the area, and the intangible values of the place, expressed by experience and attachment, use, sensory experience and traditions.</p> <p>Within the precinct, there are no elements identified as 'not significant to the precinct'. This is interpreted to mean that therefore <u>all</u> of the fabric and elements within the precinct are considered to be significant, and therefore any works will need to be considered in regard to how they impact the precinct as a whole, as well as the individually contributory/significant elements of the precinct.</p> <p>The historical value of the place is identified in the Statement of Significance as being associated with the place as an important campsite of the Wathawarrung people, and later as Yuille's Swamp which was important as part of the first pastoral occupation of the area later known as Ballarat by Archibald and William Yuille from 1839, and for its later use as a place of industry and recreation from 1851.</p> <p>The evolution of the precinct as a substantial public pleasure garden and recreational facility is of particular importance in understanding its historical and social value to the City of Ballarat. The development from the 1860s of the Lake for pleasure boating, promenading and competitive rowing through to its use as the rowing course for the 1956 Olympics and development as a substantial public garden reserve demonstrates the changing community perception and values in relation to the natural environment, recreational pursuits and promenading over 180 years. The precinct reflects the social aspirations of the early Ballarat Community and provides an excellent</p> |

|  |   |
|--|---|
|  | <p>example of a substantial public garden set around the central focus of the Lake itself. There are few designed and maintained public gardens and reserves of the intactness and integrity of the Lake Wendouree and Foreshore reserve with a continuing use and attachment to communities and groups over several generations within the State.</p> <p>The Lake Wendouree Precinct is identified as being of architectural significance for its collection of consistently low scale simple vernacular timber and brick structures which date from the mid-19<sup>th</sup> to early 20<sup>th</sup> century, including boatsheds, picnic shelters, bandstands, and the tram shelter and Lake Lodge kiosk. Its aesthetic significance is derived from its position as the major urban foci for Ballarat, and for its high aesthetic visual appeal that contributes to the historical and cultural setting of the City. The panoramic skyline views across the lake and uncluttered landscape setting and groups of mature exotic trees are identified as key to the aesthetic significance of the precinct.</p> <p>As a cultural landscape, the place is considered to have outstanding aesthetic values, strong historical values associated with recreation, tourism and leisure and is highly valued by the community of Ballarat as well as those who visit from outside of the municipality.</p> |
|--|---|

|  |
|--|
| <b>PROPOSAL:</b>   |
| <p><b>Description:</b><br/>The proposal seeks to undertake the following works:</p> <p><b>Demolition:</b><br/>Not clear what aspects are to be demolished as no demolition plan submitted. Likely original lights are to be removed? Any trees to be removed?</p> <p><b>New Work:</b><br/>Install 7 new power supply points, install 224 lanterns on 5m high posts with associated electrical cabling and conduit around the 6km of the exterior of Lake Wendouree. This will involve trenching works, laying cables, creating pits and footing for new lanterns and works to the existing footpath and tree canopies.</p> |
| <p><b>Documents referred to:</b></p> <p><b>Delete/add as applicable</b></p> <ul style="list-style-type: none"> <li>• Town Planning Documentation 'Lake Wendouree, Steve Monhegetti Track Public Lighting', prepared by Stantec dated 16/12/2020 Drawings EL-1-00 through EL-9-01</li> <li>• 'Lake Wendouree Public Lighting Project – Peer Review of Heritage Impact Statement' prepared by GHD Pty. Ltd (25 September, 2020)</li> <li>• 'Lake Wendouree, Ballarat, Steve Monhegetti Track :WGE Specialist Lighting Concept Report' prepared by Stantec, dated 07/08/2020.</li> <li>• Arborist's Report</li> </ul>         |

- Heritage Impact Statement – John Briggs
- Incorporated Document: ‘Ballarat Heritage Precincts Statements of Significance 2006’ (revised August 2014)
- Incorporated Document ‘Ballarat Heritage Controls 2004- Incorporated Plan’ (revised October 2015)
- Reference Document: *The Heritage Overlay: Assessing Planning Applications*
- Clause 15.03-1s ‘Heritage Conservation’
- Clause 21.06 Municipal Strategic Statement ‘Built form, heritage and design’
- Clause 22.05 ‘Heritage Conservation and Heritage Precincts
- Clause 43.01 ‘Heritage Overlay’

**COMMENT:**

While I do not object to lighting being installed within this precinct, nor around the perimeter of Lake Wendouree’s Steve Moneghetti Track, I do have concerns with the current proposal. These concerns relate principally to the impact on the aesthetic values of the precinct as a whole, and the potential impact on the linear planting of exotic trees which make a substantial contribution to the aesthetic value of the place are planted adjacent to the track where the lighting is proposed for installation.

The proposal is unlikely to have any detrimental impact on the social values, historical values, associations and use, architectural and scientific values identified in the Statement of Significance, although it could be argued that the visual impact of the proposal may have some impact on an understanding or appreciation of the fabric which embodies these values.

*Heritage Impact Statement*

A Heritage Impact Statement (HIS), commissioned by City of Ballarat and prepared by John Briggs (May, 2020) responded to a concept plan from that time, which provided an estimate of 220-240 lights irregularly spaced around the perimeter of the Lake, with a height of 6m and a modern rectangular light fitting.

No revised Heritage Impact Statement, which responds to the submitted proposal has been provided with this permit application. The Briggs HIS concludes that the “...understanding of the **historical, social and scientific** significance of the place will not be altered by the introduction of contextually responsible and evidently beneficial infrastructure.” **[emphasis added]**. It is presumed that this statement has been phrased in acknowledgement that the HIS responds to a concept rather than a set of finalised plans.

With regard to the impact of such a proposal on the identified **aesthetic** values of the precinct, Briggs states that “Existing lighting installation along the lake edge path at lake Lodge and View Pint demonstrates that the appreciation of the heritage value, and particular the aesthetic value is not disrupted by that existing lighting”. Given that both these ‘test sites’ referred to have only a small number of lights located away from areas where mature trees are present, the strength of this statement is questionable, and cannot be considered to mean that there will be no impact on the aesthetic values of the place through the installation of the full set of lights.

The GHD Peer Review of this Heritage Impact Statement (September 2020) concluded that the Briggs HIS statement does not follow the format and structure of the standard Heritage Impact Statement guidelines as set out by Heritage Victoria, and that it should be reviewed against these guidelines to '...improve readability and clearly demonstrate how the HIS meets the required standards.' The Peer Review also makes it clear that in preparation of this HIS, the author has not had regard to the portion of the subject site which is included on the Victorian Heritage Register, and any additional issues of process, including pre-application discussions with Heritage Victoria.

It is further noted that 'Options for the locations of the light poles have been considered, but the addition of mapping of the proposed works against potential heritage values, including trees would assist the reader in how these have been avoided...clear mapping of the proposed development would assist the reader in understanding how physical impacts have been avoided'.

Given that the HIS was prepared based on an 'in principle' concept, rather than detailed plans, maps were not provided to demonstrate this information as it was clearly not available when the HIS was prepared. The advice provided in the Briggs HIS with regard to carefully positioning the proposed poles to mitigate potential detriment to the heritage values and fabric The current mapping does not take into account any of the recommendations provided by Mr. Briggs regarding how the placement of light poles may be considered in order to mitigate potential detriment to heritage values and fabric.

#### *Arboricultural Impact Assessment and Report*

Tree controls apply to the Lake Wendouree Precinct, in recognition of the importance of the tree planting to the identified values of the precinct. All trees planted within the precinct are considered to be Significant to the precinct.

In light of this, and in recognition of the importance of the trees surrounding the Lake for broader reasons, an Arboricultural Impact Assessment report was commissioned by the City of Ballarat in March 2020 to respond to a concept plan for 194 light poles of approximately 6m in height with a concrete footing of unknown size to be located around the perimeter of Lake Wendouree (note the difference in this concept to that which has been submitted, and that to which the Briggs HIS response addressed).

The consultants, ArborSafe, provided a detailed report which undertook detailed survey of over 400 trees around the perimeter of the lake, and considered their health, structure, useful life expectancy and soil conditions. It also identified key pathogens which were present within the area and posed risks to the health and safety of the trees, and set Tree Protection Zones (TPZ) and Structural Root Zones (SRZ) were established for each tree, and recommendations for the design and layout of the proposed lighting and measures to prevent damage to the trees before, during and after construction was provided.

The report (p.15) states that:

*Tree Protection Zones (TPZs) are designed to provide adequate space for the protection of the above and below ground components of a tree to ensure health and stability. The area allocated for a TPZ is determined by the tree's species, age, size, tolerance to changes in site conditions and site constraints, and is based on the Australian Standard AS 4970-2009: Protection of Trees on Development Sites.*



*Within the TPZ and close to the tree's base is an area known as the structural root zone (SRZ). Root damage/severance at, or within the SRZ can not only heavily deplete a tree's health but can jeopardise its stability within the soil profile. **Soil excavations within this distance are therefore strongly discouraged.***

*Limited encroachment/manipulation of the TPZ (~10%) may occur, however this is dependent on the type of the works proposed, the characteristics of the tree and the site. **If encroachment into the TPZ greater than 10%, the Australian Standard states that clear demonstration that the tree will remain viable must be shown**, e.g. via non-destructive soil excavations. Modifications to the designated TPZ should only be made under the guidance of a suitably qualified and experienced consulting arborist.*

***...all four hundred (400) subject trees have the potential to be impacted upon by the proposed works for it is these trees whose TPZ and/or SRZ ... falls within the Steve Moneghetti Track (Emphasis added)***

That report recommended that 'Where possible, the route of the main electrical conduit should be located outside the TPZ and/or the SRZ of the subject trees. Where placement of a light pole is required within a TPZ, design consideration should be given to using short branch lines off the main electrical conduit line which would be situated outside the TPX, coming in at right angles to the trunk to minimise root damage due to excessive cutting across the root zone.' (p.16)

The Arborsafe report states that the proposed installation of electrical conduit and the footings required for each pole will require soil excavation and that there is a probability for root damage/severance to occur during these works, and as a result the works must be planned and executed to mitigate damage as much as possible.

*Therefore, the nature of the proposed works, their proximity to the subject trees, the significance and prominence of the tree population, combined with the potential for direct damage to be caused from machinery and/or the compaction they can cause validates the need for a range of tree protection recommendations to be made. (ArborSafe, 2020:16)*

Arborsafe recommended that the SRZ and TPZ measurements for each tree should be transposed onto a plan to guide City of Ballarat to ensure that measures were undertaken to mitigate damage to root zones and guide the design finalisation process and indicate where trenching and underground boring will be required. It also recommended that the height, performance and location of each pole is to be considered to ensure that no unnecessary tree pruning is required, to minimise the number of light poles required and to eliminate light poles from the SRZ of all trees, and located the light poles outside the TPZ wherever possible.

A sample review of the existing proposal (Town Planning Documentation 'Lake Wendouree, Steve Monhegetti Track Public Lighting' (December 2020), looking at Zones 1-8 appears to demonstrate that the electrical conduit is proposed to pass through the Structural Root Zone (SRZ) of at least 35 Trees, and through the TPZ of most other trees within the 8 zones (at least 150 trees). The poles (including footings) are proposed to be established within the Structural Root Zones of 9 trees within the 8 zones, and within the TPZ [many close to the SRZ] of at least 85 trees.

The positioning of the electrical conduit and lightposts appears to have disregarded the excellent advice provided in the Arborsafe report, and is likely to result in significant damage in the long term to the relatively fragile population of mature trees which are significant to the Lake

Wendouree Precinct, as well as those within the land included on the Victorian Heritage Register, adjoining the Botanic Gardens.

There is no evidence provided in the application regarding the manner of excavation which is proposed in each area, and whether guidance set out in Section 9 of the ArborSafe report is proposed to be adhered to. The methodology with which this work is to be undertaken is key to protecting the heritage fabric of the mature trees.

While the report provided excellent advice regarding the potential impacts of the establishment of the electrical conduit and light posts on the trees health etc. no discussion of the increased photons as a result of extended light periods on tree health and impact was provided. Artificial light can impact tree flowering and dormancy patterns through confusing the trees understanding of seasons. This is particularly the case with exotic deciduous species which require dormancy to allow them to survive winter conditions. This factor should be considered in any revised Arboricultural Impact Assessment.

*Impacts on the aesthetic values of the Precinct (place) as a whole*

Lake Wendouree both provides a setting to the urban context of the city as well as being an important local landmark within Ballarat.

The aesthetic values of the place are embodied in the vast flat surface of the Lake with its internal 'islands' enclosed by the surrounding park-like reserve, encircling path and generally linear planting of exotic deciduous and evergreen trees. These elements provide a contextual setting for landmarks and structures within the foreshore reserve including the various pavilions, boatsheds and fountains. The experiential qualities of the precinct are enhanced by the vistas across the lake to key landmarks and structures framed by exotic trees along the pathway surrounding the Lake.

The precinct reflects the social aspirations of the early Ballarat Community and provides an excellent example of a substantial public garden set around the central focus of the Lake itself. There are few designed and maintained public gardens and reserves of the intactness and integrity of the Lake Wendouree and Foreshore reserve with a continuing use and attachment to communities and groups over several generations within the State.

The Lake Wendouree Precinct is identified as being of architectural significance for its collection of consistently low scale simple vernacular timber and brick structures which date from the mid-19<sup>th</sup> to early 20<sup>th</sup> century, including boatsheds, picnic shelters, bandstands, and the tram shelter and Lake Lodge kiosk. Its aesthetic significance is derived from its position as the major urban foci for Ballarat, and for its high aesthetic visual appeal that contributes to the historical and cultural setting of the City. The panoramic skyline views across the lake and uncluttered landscape setting and groups of mature exotic trees are identified as key to the aesthetic significance of the precinct.

As a cultural landscape, the place is considered to have outstanding aesthetic values, strong historical values associated with recreation, tourism and leisure and is highly valued by the community of Ballarat as well as those who visit from outside of the municipality.

The erection of 224 pole set lanterns, of 5 metres height, located on average every 26m along the perimeter of Lake Wendouree must have an impact on the aesthetic values of the place. Regardless of the colour of poles, or the design of the lanterns, the interference and level of visual clutter which this number of new upright elements will create cannot be underestimated. The regularity of the spacing of the lights, their substantial height and foreign (albeit streamlined) appearance will be incongruous and regimented when viewed from various key vantage points through the precinct. From either side of the Lake (viewing across the expanse of water) it is

accepted the visibility will be more limited and impact lessened, however the internal views within the precinct, such from key vantage points such as View Point, from Durham Point, from Fairyland, the beginning of the Rowing Course and other areas, and external views into and out of the precinct are likely to be impacted.

In a landscape which is identified as having aesthetic values derived from its '...significant panoramic skyline views across the lake and uncluttered landscape setting ...and... the dominant groupings of mature exotic trees...' the addition of any substantial number of vertical elements (even new advanced trees) with a relatively regular and tight spacing will detract from the lack of visual clutter, and panoramic skyline views across the lake.

In addition, the proposed location of cabling and light posts, which are located in areas of particular sensitivity, including within the Structural and Critical Root zone areas of most of the mature trees along the track are likely to have long term detrimental impacts, and may cause decline or death for many of the trees within the precinct. The loss of the mature trees within the Lake Wendouree Precinct would be of significant aesthetic detriment to the place.

#### *Alternate options*

It is understood that a variety of alternate lighting options and designs have been considered by Council during the design process. It is recognised that a variety of competing interests have been considered in formulating the current design, however, in order to minimise the heritage impacts of this proposal, it is recommended that the proposal is amended to:

- Reduce the number of lights in total
- Consider spacings which respond to the significant fabric, views and elements of the precinct rather than focussing on a consistent application of overlapping light pools to the pathway.
- Reduce height of posts to below waist height with hoods to prevent light spill and creation of small pools at ground level.
- Remove all conduit and poles from Structural Root Zones of trees, and in all locations, remove conduit and poles from Tree Protection Zones.
- Provide evidence of methodology, or intent to follow guidance set out in ArborSafe Report Section 9

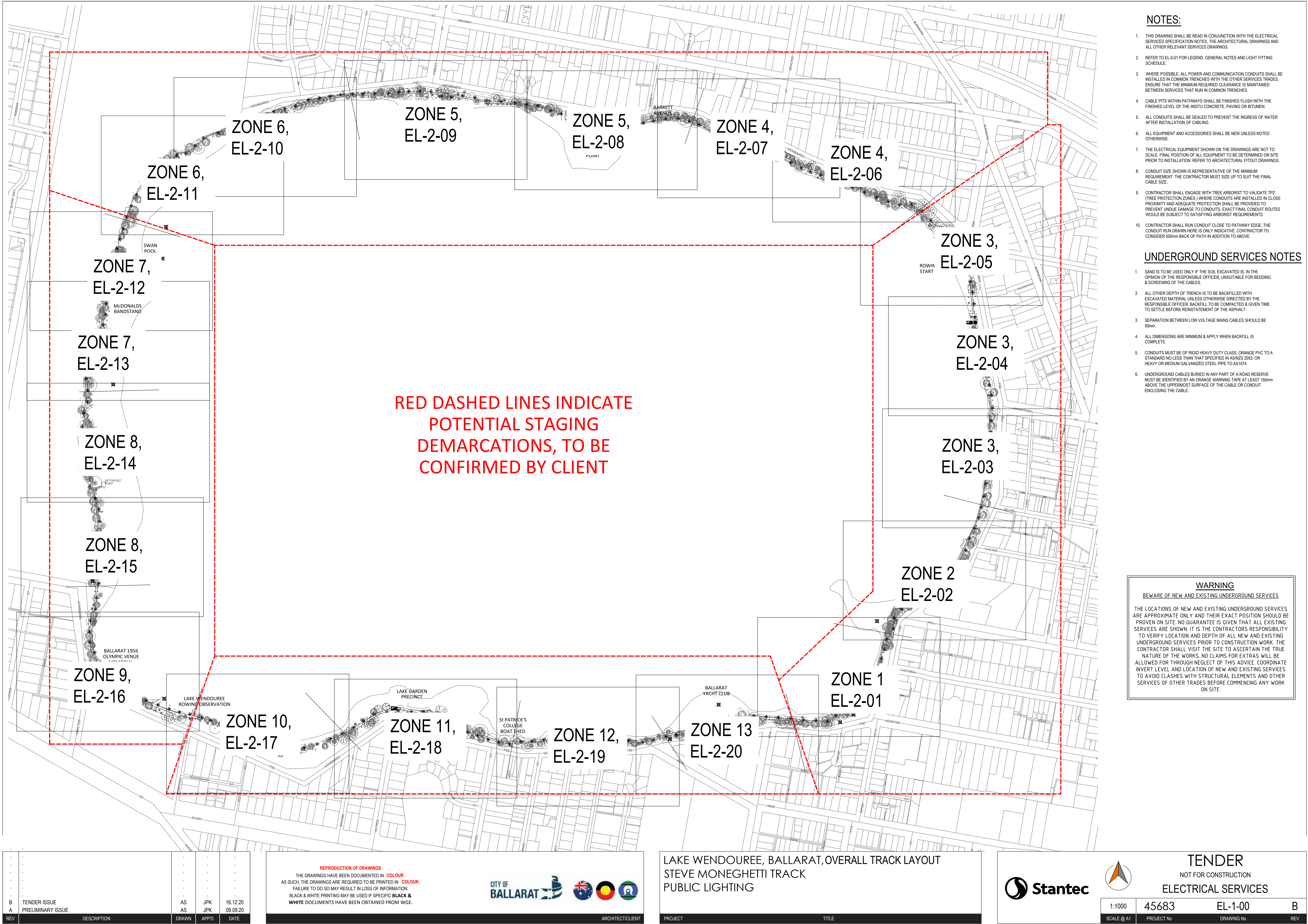
#### **RECOMMENDATION:**

That:

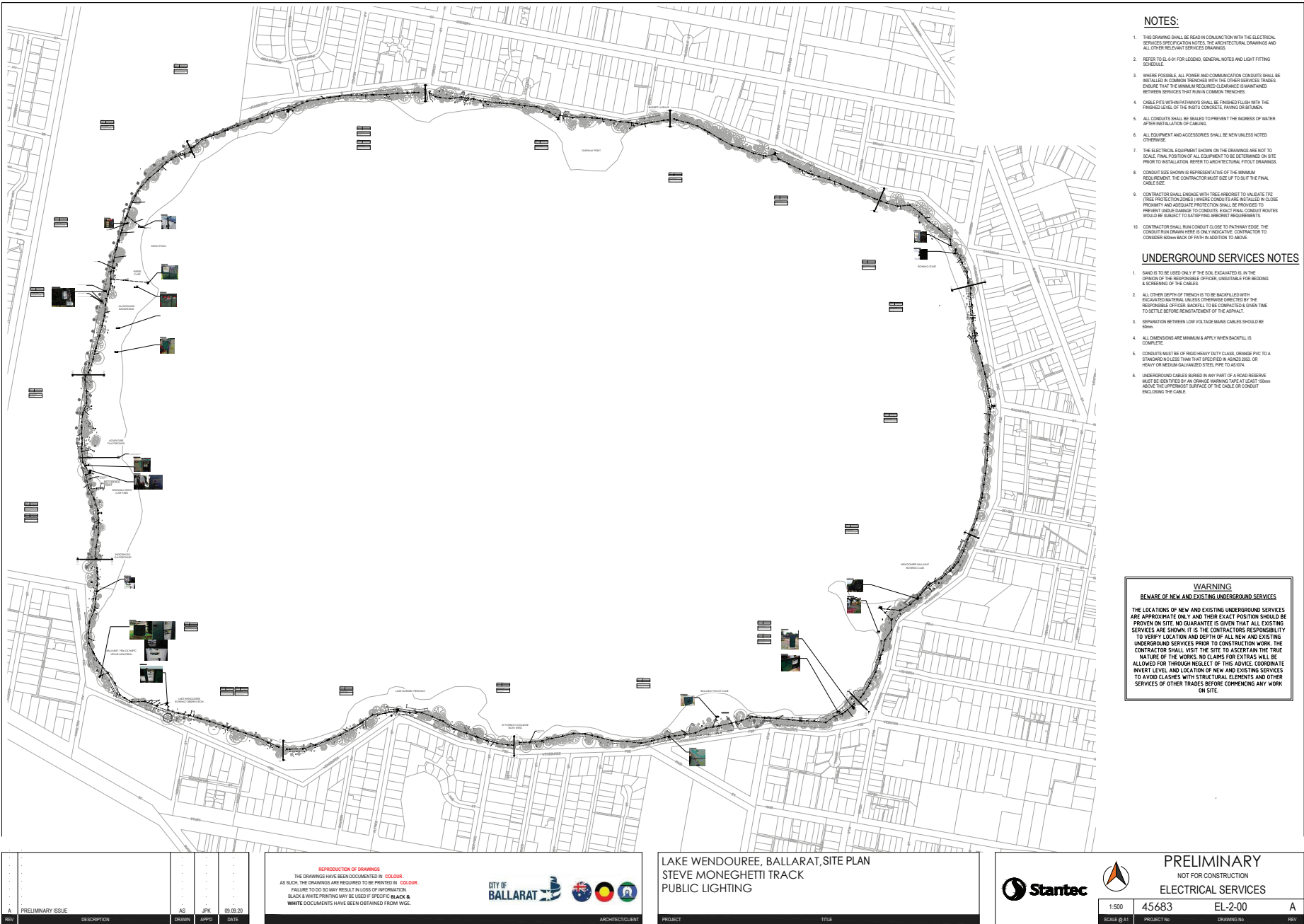
1. Further work be undertaken to consider alternate proposals, provide greater detail regarding the proposed methodology regarding tree protection during construction, and a revised Heritage Impact Statement and Arboricultural Impact Assessment.



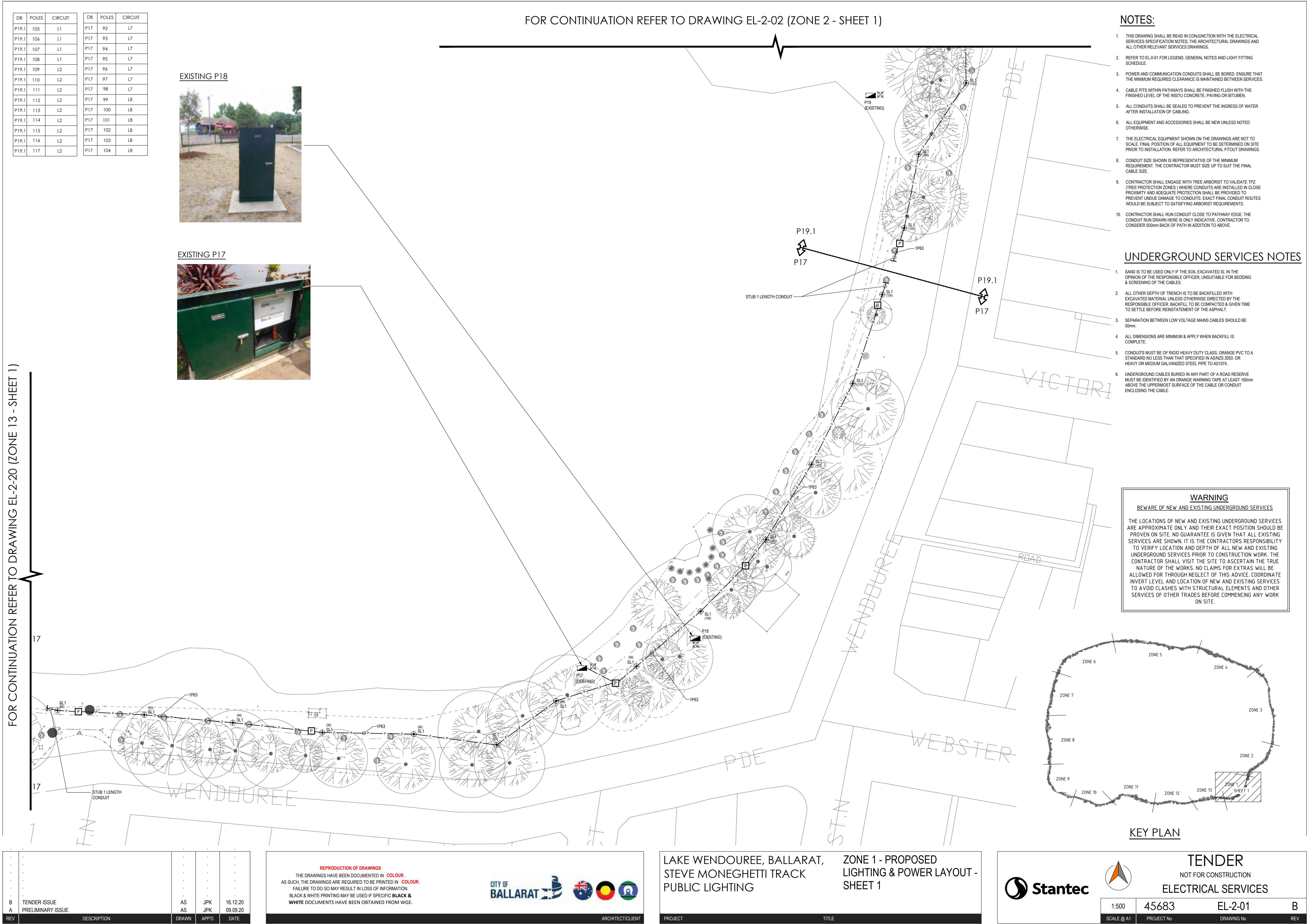




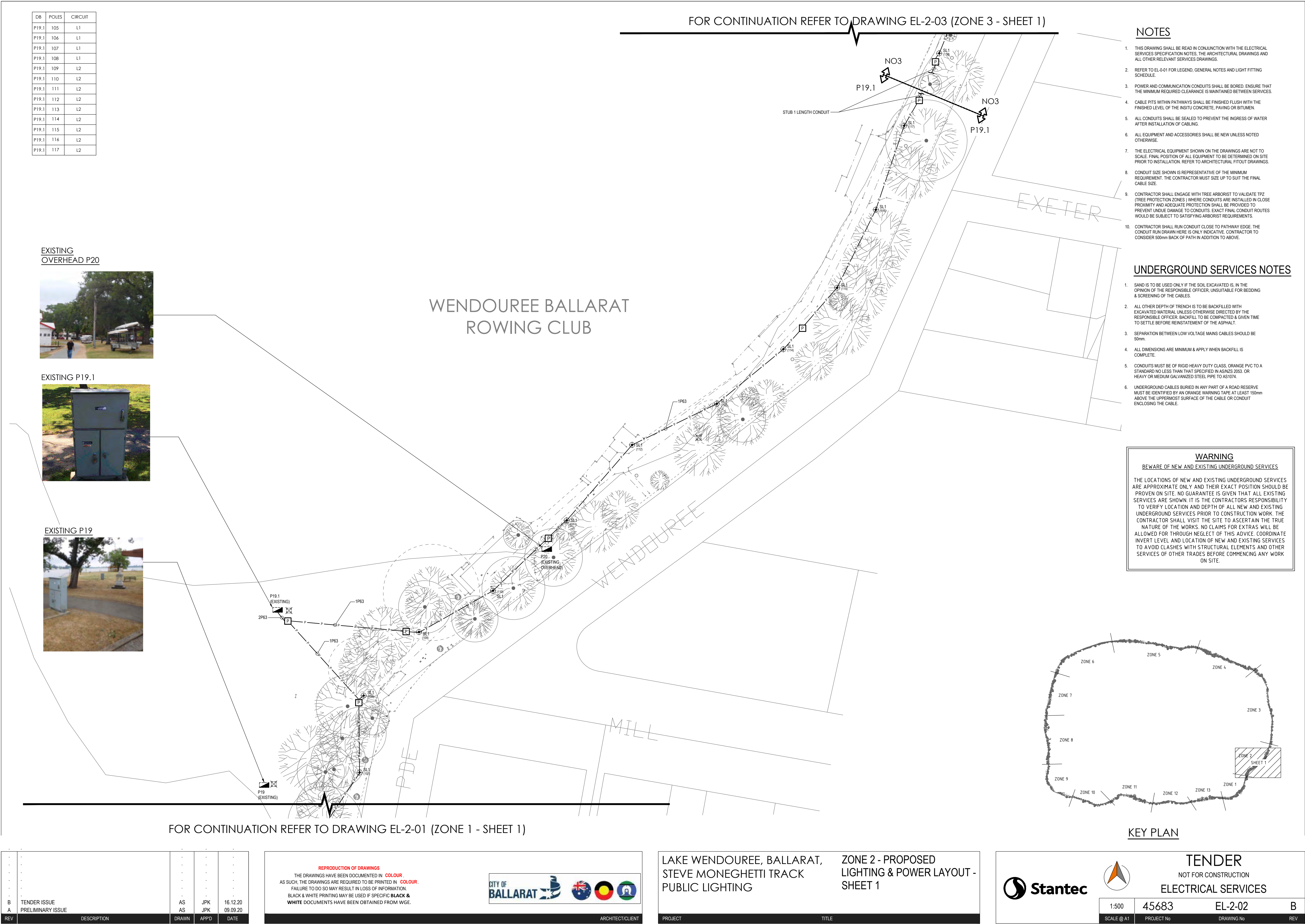














| DB  | POLES | CIRCUIT |
|-----|-------|---------|
| N03 | 134   | L3      |
| N03 | 135   | L3      |
| N03 | 136   | L3      |
| N03 | 137   | L3      |
| N03 | 138   | L3      |

## NOTES

3. THIS DRAWING SHALL BE READ IN CONJUNCTION WITH THE ELECTRICAL SPECIFICATIONS AND NOTES, THE ARCHITECTURAL DRAWINGS AND ALL OTHER RELEVANT SPECIFICATIONS DRAWINGS.
2. REFER TO 0.01 FOR LEGEND, GENERAL NOTES AND LIGHT FIXING SCHEDULE.
3. POWER AND COMMUNICATION CABLES SHALL BE BORED. ENSURE THAT THE MINIMUM REQUIRED CLEARANCE IS MAINTAINED BETWEEN SERVICES
4. CABLE TIPS WITHIN PATHWAYS SHALL BE FINISHED FLUSH WITH THE FINISHED LEVEL OF THE IN-SITU CONCRETE, PAVING OR BITUMEN.
5. ALL CONDUITS SHALL BE SEALED TO PREVENT THE INGRESS OF WATER AFTER INSTALLATION OF CABLES.
6. ALL EQUIPMENT AND ACCESSORIES SHALL BE NEW UNLESS NOTED OTHERWISE.
7. THE ELECTRICAL EQUIPMENT SHOWN ON THE DRAWINGS ARE NOT TO SCALE. FINAL POSITION OF ALL EQUIPMENT TO BE DETERMINED ON SITE PRIOR TO INSTALLATION. REFER TO ARCHITECTURAL, FITOUT DRAWINGS.
8. CONDUIT SIZE SHOWN IS REPRESENTATIVE OF THE MINIMUM REQUIREMENT. THE CONTRACTOR MUST SIZE UP TO SUIT THE FINAL CABLE SIZE.
9. CONTRACTOR SHALL ENGAGE WITH TWO ARBORIST TO VALIDATE TPZ (TREE PROTECTION ZONES) WHERE CONDUITS ARE INSTALLED IN CLOSE PROXIMITY TO TREES. CONTRACTOR SHALL BE RESPONSIBLE TO PREVENT UNDEUE DAMAGE TO CONDUITS. EXACT FINAL CONDUIT ROUTES WOULD BE SUBJECT TO SATISFYING ARBORIST REQUIREMENTS.
10. CONTRACTOR SHALL RUN CONDUIT CLOSE TO PATHWAY EDGE. THE CONTRACTOR SHALL RUN NEW HIGH VOLTAGE CABLES TO CONSIDER 300MM BAYD OF PATH IN ADDITION TO ABOVE.

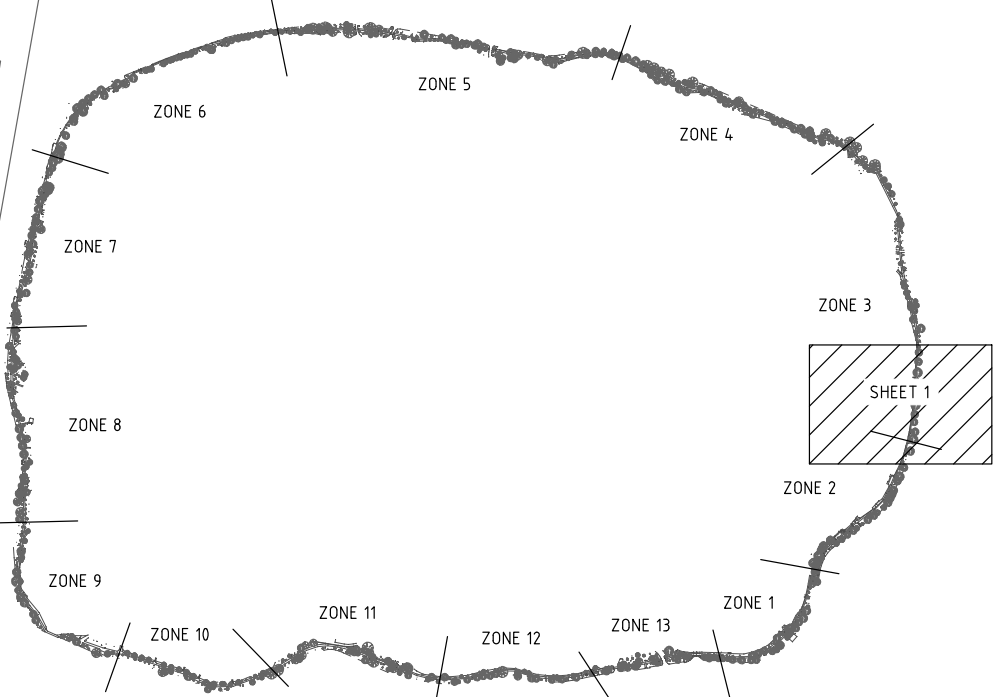
## UNDERGROUND SERVICES NOTES

1. SAND IS TO BE USED ONLY IF THE SOIL EXCAVATED IS IN THE OPINION OF THE RESPONSIBLE OFFICER UNSUITABLE FOR FILLING & SCREENING OF THE CABLES.
2. ALL OTHER DEPTH OF TRENCH IS TO BE BACKFILLED WITH EXCAVATED MATERIAL UNLESS OTHERWISE DIRECTED BY THE RESPONSIBLE OFFICER. BACKFILL TO BE COMPACTED & GIVEN TIME TO SETTLE BEFORE REINSTATEMENT OF THE ASPHALT.
3. SEPARATION BETWEEN LOW VOLTAGE MAINS CABLES SHOULD BE 50mm.
4. ALL DIMENSIONS ARE MINIMUM & APPLY WHEN BACKFILL IS COMPLETE.
5. CONDUITS MUST BE OF RIGID HEAVY DUTY DIE CAST, ORANGE PVC TO A STANDARD NO LESS THAN THAT SPECIFIED IN AS/NZS 2063, OR HEAVY OR MEDIUM GALVANIZED STEEL PIPE, TYPE TO AS1074.
6. UNDERGROUND CABLES BURIED IN ANY PART OF A ROAD RESERVE MUST BE IDENTIFIED BY AN ORANGE WARNING TAPE AT LEAST 150mm ABOVE THE UPPERMOST SURFACE OF THE CABLE OR CONDUIT ENCLOSING THE CABLE.

## WARNING

**BEWARE OF NEW AND EXISTING UNDERGROUND SERVICES**

THE LOCATIONS OF NEW AND EXISTING UNDERGROUND SERVICES ARE APPROXIMATE ONLY AND THEIR EXACT POSITION SHOULD BE PROVEN ON SITE. NO GUARANTEE IS GIVEN THAT ALL EXISTING SERVICES ARE SHOWN. IT IS THE CONTRACTORS RESPONSIBILITY TO VERIFY LOCATION AND DEPTH OF ALL NEW AND EXISTING UNDERGROUND SERVICES PRIOR TO CONSTRUCTION WORK. THE CONTRACTOR SHALL BE RESPONSIBLE TO ASCERTAIN THE TRUE NATURE OF THE WORKS. NO CLAIMS FOR EXTRAS WILL BE ALLOWED FOR THROUGH NEGLIGENCE OF THIS ADVICE. COORDINATE INVERT LEVEL AND LOCATION OF NEW AND EXISTING SERVICES TO AVOID CLASHES WITH STRUCTURAL ELEMENTS AND OTHER SERVICES OF OTHER TRADES BEFORE COMMENCING ANY WORK ON SITE.







## KEY PLAN

FOR CONTINUATION REFER TO DRAWING EL-2-02 (ZONE 2 - SHEET 1)

**REPRODUCTION OF DRAWINGS**

THE DRAWINGS HAVE BEEN DOCUMENTED IN **COLOUR**.  
AS SUCH, THE DRAWINGS ARE REQUIRED TO BE PRINTED IN **COLOUR**.

FAILURE TO DO SO MAY RESULT IN LOSS OF INFORMATION.  
BLACK & WHITE PRINTING MAY BE USED IF SPECIFIC **BLACK & WHITE** DOCUMENTS HAVE BEEN OBTAINED FROM WGE.

**CITY OF BALLARAT**    

ARCHITECT/CLIENT

LAKE WENDOUREE, BALLARAT,  
STEVE MONEGHETTI TRACK  
PUBLIC LIGHTING

ZONE 3 - PROPOSED  
LIGHTING & POWER LAYOUT -  
SHEET 1



TENDER

NOT FOR CONSTRUCTION

## ELECTRICAL SERVICES

|            |            |            |     |
|------------|------------|------------|-----|
| 1:500      | 45683      | EL-2-03    | B   |
| SCALE @ A1 | PROJECT No | DRAWING No | REV |

45683-EL-2-03.dwg

16/12/2020 10:33:48 AM

| DB  | POLES | CIRCUIT |
|-----|-------|---------|
| N03 | 118   | L1      |
| N03 | 119   | L1      |
| N03 | 120   | L1      |
| N03 | 121   | L1      |
| N03 | 122   | L1      |
| N03 | 123   | L1      |
| N03 | 124   | L2      |
| N03 | 125   | L2      |
| N03 | 126   | L2      |
| N03 | 127   | L2      |
| N03 | 128   | L2      |
| N03 | 129   | L2      |
| N03 | 130   | L2      |
| N03 | 131   | L3      |
| N03 | 132   | L3      |
| N03 | 133   | L3      |

## NOTES

3. THIS DRAWING SHALL BE READ IN CONJUNCTION WITH THE ELECTRICAL SERVICES SPECIFICATION NOTES, THE ARCHITECTURAL DRAWINGS AND ALL OTHER RELEVANT SERVICES DRAWINGS.
4. REFER TO E-01.01 FOR LEGEND, GENERAL NOTES AND LIGHT FIXING SCHEDULE.
5. POWER AND COMMUNICATION CABLES SHALL BE BORED. ENSURE THAT THE MINIMUM REQUIRED CLEARANCE IS MAINTAINED BETWEEN SERVICES.
6. CABLE PITS WITHIN PATHWAYS SHALL BE FINISHED FLUSH WITH THE FINISHED LEVEL OF THE IN-SITU CONCRETE, PAVING OR BITUMEN.
7. ALL CONDUITS SHALL BE SEALED TO PREVENT THE INGRESS OF WATER AFTER INSTALLATION OF CABLES.
8. ALL EQUIPMENT AND ACCESSORIES SHALL BE NEW UNLESS NOTED OTHERWISE.
9. THE ELECTRICAL EQUIPMENT SHOWN ON THE DRAWINGS ARE NOT TO SCALE. FINAL POSITION OF ALL EQUIPMENT TO BE DETERMINED ON SITE PRIOR TO INSTALLATION. REFER TO ARCHITECTURAL, FITOUT DRAWINGS.
10. CONDUIT SIZE SHOWN IS REPRESENTATIVE OF THE MINIMUM REQUIREMENT. THE CONTRACTOR MUST SIZE UP TO FIT THE FINAL CABLE SIZE.
11. CONTRACTOR SHALL ENGAGE WITH THE ARBORIST TO VALIDATE TPZ (TREE PROTECTION ZONES) WHERE CONDUITS ARE INSTALLED IN CLOSE PROXIMITY TO TRUNKS AND BRANCHES OF TREES. CONTRACTOR SHALL PREVENT UNDEUE DAMAGE TO CONDUITS. EXACT FINAL CONDUIT ROUTES WOULD BE SUBJECT TO SATISFYING ARBORIST REQUIREMENTS.
12. CONTRACTOR SHALL RUN CONDUIT CLOSE TO PATHWAY EDGE. THE CONTRACTOR SHALL RUN THE CONDUIT TO THE CLOSEST POINT TO THE CONTRACTOR TO CONSIDER 500MM BORD OF PATH IN ADDITION TO ABOVE.

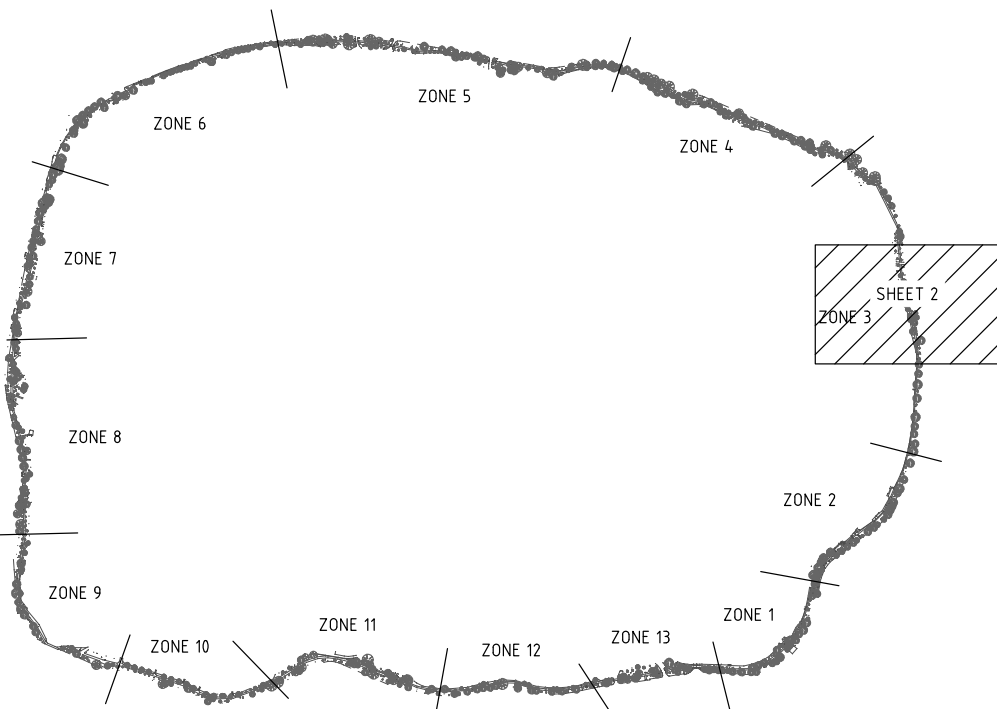
## UNDERGROUND SERVICES NOTES

1. SAND IS TO BE USED ONLY IF THE SOIL EXCAVATED IS, IN THE OPINION OF THE RESPONSIBLE OFFICER, UNSUITABLE FOR BEDDING & SCREENING OF THE CABLES.
2. ALL OTHER DEPTH OF TRENCH IS TO BE BACKFILLED WITH EXISTING MATERIAL UNLESS OTHERWISE DIRECTED BY THE RESPONSIBLE OFFICER. BACKFILL TO BE COMPACTED & GIVEN TIME TO SETTLE BEFORE REINSTATEMENT OF THE ASPHALT.
3. SEPARATION BETWEEN LOW VOLTAGE MAINS CABLES SHOULD BE 50mm.
4. ALL DIMENSIONS ARE MINIMUM & APPLY WHEN BACKFILL IS COMPLETE.
5. CONDUITS MUST BE OF RIGID HEAVY DUTY CLASS 3, ORANGE PVC TO A STANDARD NO LESS THAN THAT SPECIFIED IN AS/NZS 2063, OR HEAVY OR MEDIUM GALVANIZED STEEL PIPE, TO AS 1074.
6. UNDERGROUND CABLES BURIED IN ANY PART OF A ROAD RESERVE MUST BE IDENTIFIED BY AN ORANGE WARNING TAPE AT LEAST 150mm ABOVE THE UNDERMOST SURFACE OF THE CABLE OR CONDUIT ENCLOSING THE CABLE.

## WARNING

**BEWARE OF NEW AND EXISTING UNDERGROUND SERVICES**

THE LOCATIONS OF NEW AND EXISTING UNDERGROUND SERVICES ARE APPROXIMATE ONLY AND THEIR EXACT POSITION SHOULD BE PROVEN ON SITE. NO GUARANTEE IS GIVEN THAT ALL EXISTING SERVICES ARE SHOWN. IT IS THE CONTRACTORS RESPONSIBILITY TO VERIFY LOCATION AND DEPTH OF ALL NEW AND EXISTING UNDERGROUND SERVICES PRIOR TO CONSTRUCTION WORK. THE CONTRACTOR SHALL VISIT THE SITE TO ASCERTAIN THE TRUE NATURE OF THE WORK. THE CONTRACTORS FOR TRAFFIC SHALL BE ALLOWED FOR THROUGH NEGLIGENCE OF THIS ADVICE. COORDINATE INVERT LEVEL AND LOCATION OF NEW AND EXISTING SERVICES TO AVOID CLASHES WITH STRUCTURAL ELEMENTS AND OTHER SERVICES OF OTHER TRADES BEFORE COMMENCING ANY WORK ON SITE.



## KEY PLAN

FOR CONTINUATION REFER TO DRAWING EL-2-03 (ZONE 3 - SHEET 1)

|     |                   |       |      |          |
|-----|-------------------|-------|------|----------|
|     |                   |       |      |          |
|     |                   |       |      |          |
|     |                   |       |      |          |
|     |                   |       |      |          |
|     |                   |       |      |          |
|     |                   |       |      |          |
|     |                   |       |      |          |
| B   | TENDER ISSUE      | AS    | JPK  | 16.12.20 |
| A   | PRELIMINARY ISSUE | APPD  | JPK  | 09.09.20 |
| REV | DESCRIPTION       | DRAWN | APPD | DATE     |

**REPRODUCTION OF DRAWINGS**

THE DRAWINGS HAVE BEEN DOCUMENTED IN **COLOUR**.  
AS SUCH, THE DRAWINGS ARE REQUIRED TO BE PRINTED IN **COLOUR**.  
FAILURE TO DO SO MAY RESULT IN LOSS OF INFORMATION.  
BLACK & WHITE PRINTING MAY BE USED IF SPECIFIC **BLACK & WHITE** DOCUMENTS HAVE BEEN OBTAINED FROM WGE.



ARCHITECT/CLIENT

LAKE WENDOUREE, BALLARAT,  
STEVE MONEGHETTI TRACK  
PUBLIC LIGHTING

ZONE 3 - PROPOSED  
LIGHTING & POWER LAYOUT -  
SHEET 2

ZONE 3 - PROPOSED  
LIGHTING & POWER LAYOUT -  
SHEET 2

45683-EL-2-04.dwg



TENDER

NOT FOR CONSTRUCTION

## ELECTRICAL SERVICES

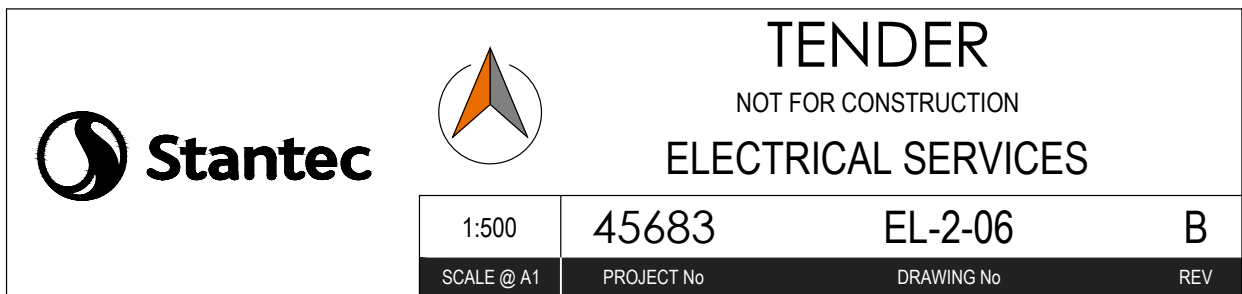
|            |            |            |     |
|------------|------------|------------|-----|
| 1:500      | 45683      | EL-2-04    | B   |
| SCALE @ A1 | PROJECT No | DRAWING No | REV |

16/12/2020 10:33:57 AM

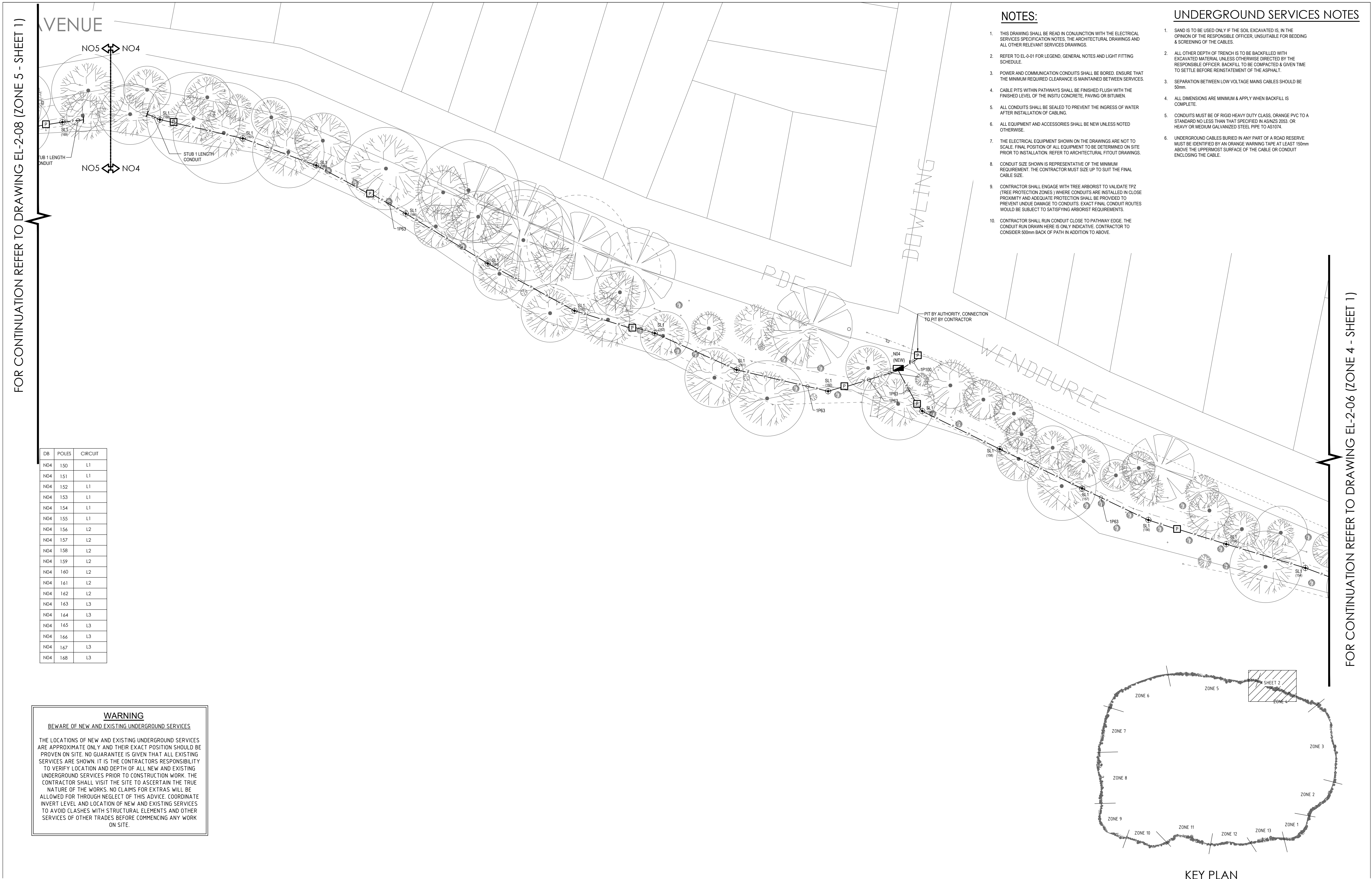












|     |                   |       |      |          |
|-----|-------------------|-------|------|----------|
| B   | TENDER ISSUE      | AS    | JKP  | 16.12.20 |
| A   | PRELIMINARY ISSUE | AS    | JKP  | 09.09.20 |
| REV | DESCRIPTION       | DRAWN | APPD | DATE     |

REPRODUCTION OF DRAWINGS

THE DRAWINGS HAVE BEEN DOCUMENTED IN **COLOUR**.  
AS SUCH, THE DRAWINGS ARE REQUIRED TO BE PRINTED IN **COLOUR**.  
FAILURE TO DO SO MAY RESULT IN LOSS OF INFORMATION.  
BLACK & WHITE PRINTING MAY BE USED IF SPECIFIC **BLACK & WHITE** DOCUMENTS HAVE BEEN OBTAINED FROM WGE.

ARCHITECT/CLIENT

LAKE WENDOUREE, BALLARAT,  
STEVE MONEGHETTI TRACK  
PUBLIC LIGHTING

ZONE 4 - PROPOSED  
LIGHTING & POWER LAYOUT -  
SHEET 2

PROJECTTITLE

45683-EL-2-07.dwg

TENDER  
NOT FOR CONSTRUCTION  
ELECTRICAL SERVICES

|            |            |            |     |
|------------|------------|------------|-----|
| 1:500      | 45683      | EL-2-07    | B   |
| SCALE @ A1 | PROJECT No | DRAWING No | REV |

16/12/2020 10:34:28 AM























