



CITY OF BALLARAT

# Annual Report 2022/23

CITY OF  
BALLARAT





## Our Community Vision 2021–2031

**Ballarat, Victoria's heritage city: leading the way as a sustainable, innovative and inclusive community**

### ABOUT THIS ANNUAL REPORT

We are pleased to present this Annual Report to our community. It is the primary means of reporting to residents, ratepayers, stakeholders and other state and federal agencies on our operations and performance in the 2022/23 financial year against the Council Plan – which is the framework within which we deliver the everyday services, programs and projects for our community – and the Annual Budget.

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*.

In accordance with statutory requirements, it includes:

- **Report of operations:** this includes performance highlights, details about governance, management and operations, and a report on our performance in the 2022/23 financial year against the City of Ballarat Council Plan 2021–2025 and the City of Ballarat Budget 2022/23
- **Financial statements**
- **Performance statement**





📷: City of Ballarat Intercultural Ambassadors Victor Barrantes and Anam Shahab with Customer Experience Officer Josh (centre).





—  
The City of Ballarat acknowledges the Traditional Owners 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.





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: Riders dressed to take part in the 2023 Ballarat Heritage Festival Tweed Ride.

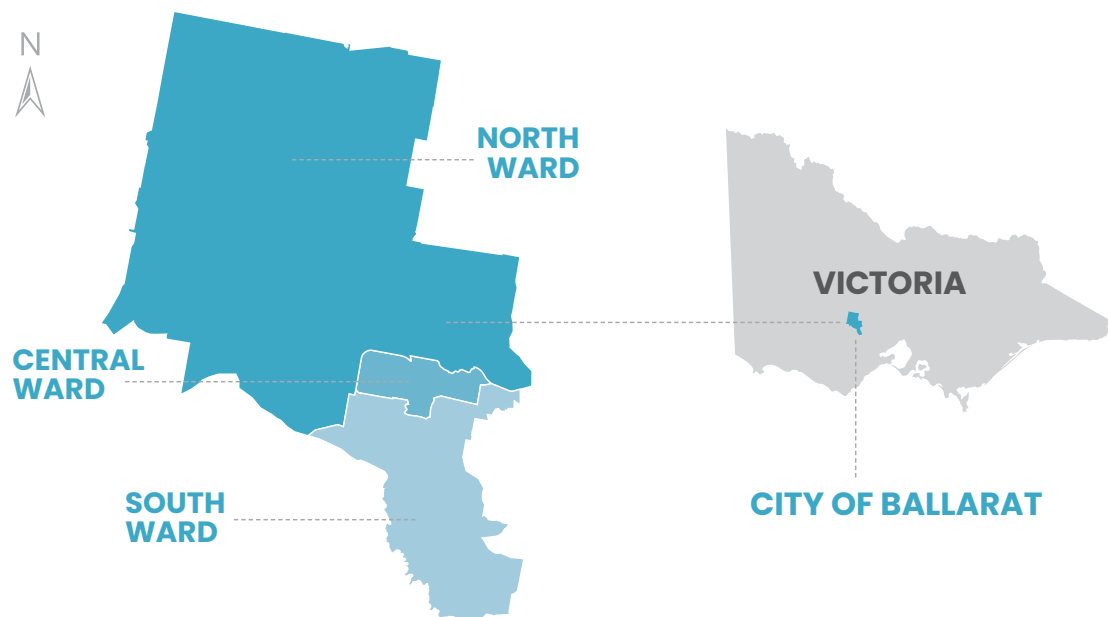


# Overview

## A snapshot of Ballarat

> **Ballarat or Ballaarat** (*historical spelling*)  
**740km<sup>2</sup> and the 3rd largest City in Victoria**

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



Population  
in 2023

Source: forecast.id



**12%**

Population growth  
2016–2021

Source: profile.id



**142,624**

Population  
forecast for  
2036

Source: forecast.id



**11.3%**

Population  
born overseas

Source: ABS 2021  
Census

### Our top industries by jobs in 2022

21.5% Healthcare & social assistance  
 10.9% Education & training  
 10.8% Retail trade  
 10.3% Construction  
 7.8% Manufacturing

Source: remplan



**1.8%**

Population  
who identify  
as Aboriginal  
or Torres Strait  
Islander

Source: profile.id



**9,729**

Businesses in 2022

Source: Australian  
Bureau of Statistics



**57,254**

Jobs in 2022

Source: remplan



**\$8.3B**

Gross Regional  
Product 2021/22FY

Source: remplan

### Our top industries by output in 2022

22.2% Manufacturing  
 15.9% Construction  
 9.2% Healthcare & social assistance  
 8.1% Rental, hiring & real estate services  
 5.0% Education & training

Source: remplan



## Fast facts

Key highlights 2022/23



**8,011 children**  
in the Maternal Child  
Services program



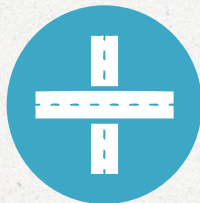
**80,000 calls**  
handled by  
customer service



**485,769 loans**  
through Ballarat  
libraries



**616,062 people**  
attended the Ballarat Aquatic  
and Lifestyle Centre



**1,200km**  
sealed roads  
maintained



**45,000 digital**  
requests (including Snap  
Send Solve)



**1,039 animals**  
adopted through the  
Ballarat Animal Shelter



**\$144 million**  
capital works program  
well underway



**1,967 trees**  
planted, including street  
trees and at reserves



**113,734 visitors**  
to the Art Gallery  
of Ballarat



**6,425 tonnes**  
of recyclables collected  
across the city



**7,921 responses**  
to kerbside transition  
community engagement






📷: The City of Ballarat Entances Team maintaining the tree lined Victoria Street boulevard.





 Mayor Cr Des Hudson at the 2023 St Patrick's Day flag raising ceremony.

# Message from the Mayor of Ballarat



## On behalf of my fellow Councillors, I am pleased to present the City of Ballarat's 2022/23 Annual Report.

Investing in the City of Ballarat's future has been a central theme throughout 2022/23. From the Her Majesty's Theatre refurbishment to the Ballarat Airport runway extension, our \$144 million city-wide, transformational capital works program is delivering major projects that will leave a legacy for generations to come.

As Councillors, we recognise the increasing cost of living pressures affecting residents, businesses and community groups across the board. The City of Ballarat has not been immune to these pressures either. As such, throughout 2022/23 we have worked hard to ensure every dollar we receive from ratepayers is used responsibly.

To this end, not only have we taken steps to compact the timelines of major projects to minimise cost escalation due to increasing construction costs, but we've also made a concerted effort not to take on any major new projects. Our focus has been — and will continue to be for the foreseeable future — to deliver on projects currently before us.

I've spent a significant amount of time throughout 2022/23 participating in community engagement sessions, many of them specifically related to the kerbside waste transition. It was great to see so many Ballarat residents have their say on the options being considered for future household waste in what was the highest rate of participation for any survey in the history of the City of Ballarat.

One of the highlights of 2022/23 has been our work, along with the City of Greater Bendigo, on the Victorian Goldfields UNESCO World Heritage bid. World Heritage listing of a limited number of globally significant sites will deliver real and long-lasting benefits for communities and people right across the Goldfields region. The City of Ballarat will continue to meet with both State and Federal MPs to progress this work.

It has also been great to see the formation of peak tourism industry body Tourism Midwest Victoria in 2022/23 — a first-of-its-kind partnership between local and state government and the tourism industry. Tourism Midwest Victoria's focus will be on attracting more visitors to the City of Ballarat and the shires of Pyrenees, Moorabool, Golden Plains and Hepburn.


Building on this, the City of Ballarat is continuing work to attract significant events to our city. Having taken out Victoria's Top Tourism Town this year for the second time, I am excited to see what the future holds for our city as we develop a stronger reputation.

I am proud to lead a Council that is committed to delivering a better Ballarat for today, tomorrow and for future generations to come.

**Cr Des Hudson**  
**Mayor, City of Ballarat**





 CEO Evan King at the launch of the 2023 Ballarat Heritage Festival.



# Message from the Chief Executive Officer



## **I am pleased to present the 2022/23 Annual Report, which outlines the City of Ballarat's progress delivering against the aspirations outlined in the Council Plan 2021–2025.**

A big part of this work throughout 2022/23 has involved going above and beyond business-as-usual tasks to deliver the City of Ballarat's existing suite of capital works projects amidst a challenging economic climate.

As an organisation, we have felt the impact of high levels of inflation and the subsequent pressure on project delivery. These conditions have affected the business community too, leading to increases of the value of projects across the board.

I believe we have navigated these challenging economic conditions to deliver significant progress on a balanced budget with a full range of projects. This includes strategic projects that will deliver economic benefits for our community in years to come, like the Ballarat Airport runway extension, to vital community facilities such as the Central Library redevelopment.

Given growing construction costs, a focus on the project lifecycle throughout the year has been crucial in managing financial pressures across the organisation. We have invested in staff to effectively manage and compact the timelines of major projects.

Throughout 2022/23, we have also focused on enhancing our consultation and community engagement processes. This has led to the highest level of engagement in the organisation's history as part of the kerbside transition community

engagement. The survey received a total of 2,176 responses in the first stage of consultation in November 2022 and 5,745 responses in the second stage of consultation in February 2023.

We have also continued to improve our business-as-usual services, with a strong focus on strengthening customer service across the organisation. From the early work of developing the organisation's first draft Customer Charter — a document outlining what residents can expect when interacting with the City of Ballarat — to trialling new methods to improve communication with customers, we have heard residents' feedback that this is an area in which we need to improve and we are taking action to address it.

Throughout 2023/24, we will continue to trial new ways to enhance communication with residents and report back on the effectiveness of these methods.

As we reflect on the year that has been and look forward to the year ahead, I would like to acknowledge the efforts of City of Ballarat staff — their commitment to delivering quality services and facilities that support our growing community is admirable. I would also like to thank our Mayor and Councillors for their ongoing leadership and commitment to delivering a better Ballarat for our community, both now and into the future.

*Evan King*

**Evan King**  
**Chief Executive Officer, City of Ballarat**



# Community awards

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

## Ballarat Community Awards 2023

These annual awards recognise the outstanding achievements of community members who have gone above and beyond to improve the lives of everyone in the region. They are provided by the Australia Day Committee (Victoria) and are run by local councils.

### 2023 winners

Ballarat Citizen of the Year - **Liana Skewes**

Ballarat Young Citizen of the Year - **Millie Collins**

Ballarat Community Activity of the Year - **Ballarat Neighbourhood Centre: Our Kitchen Social Enterprise's Community Lunches**

## Ballarat Seniors Awards 2022

These awards recognise and celebrate senior residents for their outstanding contributions to the Ballarat community. This was the first time the awards had been held since 2019 due to the COVID-19 pandemic.

### 2022 winners

Ballarat Senior of the Year Award - **Ugo Lo Iacono**

Ageing Well Award - **Allan McKinnon**

Equity Diversity and Inclusion Award - **Ugo Lo Iacono**

Healthy and Active Living Award - **Ron King**

Volunteer Award - **John Donaldson**



📷: Mayor Des Hudson with 2023 Young Citizen of the Year winner Millie Collins.



📷: City of Ballarat Senior of the Year 2022 winner Ugo Lo Iacono.



## Ballarat Youth Awards 2022

These annual awards recognise and celebrate our city's outstanding young people and their contributions within the community across a number of categories. The awards ceremony is a youth-led initiative planned and delivered by youth volunteers that showcases the talent of young people through musical performances and MC roles. The City of Ballarat thanks everyone who entered and congratulates all nominees and winners.

The Ballarat Youth Awards are supported through a partnership of City of Ballarat, the Victorian Government and community agencies including: Art Gallery of Ballarat, Ballarat Community Health, Ballarat Tech School, Ballarat Youth Services Network, Basketball Ballarat, Committee for Ballarat, Community Bank Buninyong, Compassionate Ballarat, headspace Ballarat, Highlands LLEN, The Ballarat Foundation, The Y Ballarat, Wendouree Centre for Performing Arts and Western Bulldogs.

### 2022 winners

12–17 Major Award - **Millie Collins**

18–25 Major Award - **Ruby Lloyd-Vendy**

Compassion and Care Award - **Millie Collins**

Creative Arts Award - **Zara Jarvis**

Equity, Diversity and Inclusion Award - **Meghan Lee**

Group Project Award - **Ballarat Action Climate Co-op for GREEN FEST**, a free event promoting volunteering and the creative exchanges of goods, clothing and books

Influential Adult Award - Volunteer - **Tarryn Harris**

Influential Adult Award - Worker - **John Maher**

Innovators Award - **Indya Hayes**

Leadership in Sport and Recreation Award - **Rohan McMaster**

Personal Growth Award - **Ruby Lloyd-Vendy**

Positive Leader Award - **Dhuvarrishlanth Veerabahu**

Youth Volunteer Award - **Liam Ryan**



 Celebrations at the Ballarat Youth Awards 2022.



# Community grants

## Community Impact Grant Program 2022/23

The City of Ballarat Community Impact Grant Program builds community capacity and strengthens links between community members and groups by funding programs that advance priority areas – environmental sustainability; healthy, connected and inclusive communities; and community capacity building – for both the City of Ballarat and the community.



**\$277,926.73\***

**Invested in our community**

\*GST exclusive



**75**

**Applications received**



**47**

**Successful**



**47**

**New**



**28**

**Unsuccessful**



**5**

**Will carry over**

## Strategic Partnerships Program 2022/23

The City of Ballarat Strategic Partnerships Program provided grants in excess of \$20,000 for not-for-profit organisations and Ballarat businesses and allowed for multi-year funding agreements to fund initiatives aligned with the City of Ballarat's Council Plan, Health and Wellbeing Plan and Grants Policy.

This program was discontinued and replaced with the City Partnerships Program, with successful applicants for this new program announced in the 2023/24 financial year. The funding allocated in 2022/23 as reported below was for existing and continuing partnerships which will continue until funding agreements expire.



**\$834,489.50\***

**Invested in our community**

\*GST exclusive



**15**

**Partnerships**



**7**

**Will carry over**



# Description of operations

## Economic factors

During 2022/23 high inflationary economic conditions have been experienced in line with the general rise of prices in the economy. The Melbourne Consumer Price Index (CPI) for the March Quarter 2023 saw a 6.8% increase over the preceding 12 months. During 2022/23 Council considered a report outlining the potential budgetary impacts of the inflationary pressures in the economy and determined that it would establish an inflationary budget provision to manage the risks. The provision was used in a number of instances during 2022/23 to cover known cost pressures, predominantly on construction projects, noting the higher cost of construction experienced during the last 12 months. The provision also assisted Council to avoid the previously scheduled borrowing for 2022/23, with no new borrowing undertaken during the year.

Ballarat's population growth has brought the benefit of additional revenue. It has also created extra costs related to the delivery of services needed for new residents, which have also been impacted by the inflationary pressures within the economy. Council successfully managed these impacts during 2022/23.

## Major changes

In February 2023 an organisational realignment established a new directorate called 'Economy, Experience and Commonwealth Games'. This change incorporated the addition of a new business unit for the Commonwealth Games.

The addition of this new directorate aims to:

- Provide internal and external stakeholders with a focused and coordinated point of contact as we continue to work with operators on reactivation, ongoing attraction and investment to Ballarat
- Ensure the lasting legacy of the Commonwealth Games\* in Ballarat is felt beyond the event itself
- Ensure Ballarat becomes a must-see Victorian destination for international and domestic travellers

## Major achievements

The following major strategies were completed and adopted in 2022/23:

- Community Infrastructure Plan
- Inclusion Framework
- Youth Strategy
- Ageing Well in Ballarat Strategy
- LGBTIQ+ Inclusion Plan
- Intercultural Strategic Plan
- Disability Access and Inclusion Plan
- Ballarat Net Zero Emissions Plan

\* On 18 July 2023 the Premier of Victoria announced that the State of Victoria would no longer be hosting the 2026 Commonwealth Games. The new Directorate has since been renamed to Economy and Experience. It will however continue to have a focus on the State Government funded legacy projects that will still be delivered in Ballarat.



## Major capital works

### Alfredton Community Hub

Construction is underway on this new facility located in Ballymanus, which features a new kindergarten and community facilities.

### Bridge Mall Redevelopment

This project will revitalise the Bakery Hill precinct and restore the Bridge Mall as a vibrant destination for shoppers, diners, residents and visitors.

### Ballarat Airport Runway Upgrade

The majority of works have been completed on this project which includes: extending the existing runway and other upgrades to allow larger aircraft to use the airport, and increasing certainty for local businesses to expand their operations. We are delivering this project in partnership with the Federal Government.

### Ballarat Animal Shelter

Procurement planning is underway on this purpose-built regional animal shelter. It will involve the construction of a larger facility in a new location at Mitchell Park to replace the existing Gillies Street facility. We are delivering this project in partnership with the State Government.

### Ballarat Central Library

Construction is underway on the revitalisation of the library which involves increasing floor space, developing a second story for public use and creating more welcoming and enriching learning spaces.

### Her Majesty's Theatre Stage 3 Works

Early works are underway on this project which involves refurbishment of the front and back-of-house amenities for patrons, performers and staff, including improved accessibility. We are delivering this project in partnership with the State Government.

### Lake Wendouree and Victoria Park

#### Link Lighting

Construction is nearing completion on this project which will provide a safely lit environment for pedestrians, joggers and the general public along the Steve Moneghetti Track at Lake Wendouree and in Victoria Park. We are delivering this project in partnership with the State Government.

#### Marty Busch Master Plan Implementation

This project will deliver a state-of-the-art sporting precinct with new cricket nets, a new netball court, a criterium track, oval resurfacing, improved carparking, improved lighting and change room upgrades. We are delivering this project in partnership with the State Government.

#### Redan Wetlands

Scoping works have commenced on this project which includes improvements to the wetlands and surrounding parkland.

### Sebastopol Community Hub

This community facility includes a new community hall, three kindergarten rooms and four fit-for-purpose meeting spaces that will accommodate a diverse range of users. We are delivering this project in partnership with the Federal Government.

#### Spotlight on Sebastopol

This program involves 13 projects across Sebastopol including open space works, tree planting, bike paths, a skate park, senior exercise equipment, basketball courts, lighting, community facility upgrades and streetscape improvements. A number of projects are already completed.

### Victoria Park Redevelopment

This project which includes two new soccer pitches, new cricket nets, new lighting and an upgraded community and sports pavilion building. The carpark is nearing completion.





📷: Looking west along the Avenue of Honour, Alfredton.



# Our council

## Councillors



**Cr Daniel Moloney**  
**Mayor (until November 2022)**  
 Elected: October 2016  
 0418 165 503  
[danielmoloney@ballarat.vic.gov.au](mailto:danielmoloney@ballarat.vic.gov.au)



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



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



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



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



**Cr Des Hudson**  
**Mayor (from November 2022)**  
 Elected: March 2002  
 0409 865 093  
[deshudson@ballarat.vic.gov.au](mailto:deshudson@ballarat.vic.gov.au)



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



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



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



# The role of local government


Local government is one of three tiers of democratically elected government in Australia. It operates under the *Local Government Act 2020* which specifies a council's powers, duties and functions.

The municipality of the City of Ballarat is divided into three wards represented by three councillors in each ward. In 2020 the current Council was elected by the community for a four-year term to

provide leadership for the good governance of the municipal district and the local community.

The nine councillors are the elected representatives of all residents and ratepayers across the city. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



 New parkland at Winter Valley on Ballarat's growing western edge.





📷: Bloom! Performed by SWAY entertaining visitors at the 2023 Ballarat Begonia Festival.

# Governance

The City of Ballarat is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. The City of Ballarat has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating in the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life

We are committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that we meet our community's priorities.

The community has many opportunities to provide input into the City of Ballarat's decision-making processes, through community engagement, public forums and making submissions to delegated committees.

The City of Ballarat's formal decision-making processes are conducted through council meetings and delegated committees. The majority of decision-making is delegated to City of Ballarat staff in accordance with adopted policies.



# 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.

- Officers have no voting rights
- Minimum number of community members as per Terms of Reference

## Delegated committees in operation in 2022/23

Delegated committee	Councillors	Officers	Community members	Purpose
City Partnerships Delegated Committee	All	0	0	
Community Impact Grant Allocations Delegated Committee	3	4	3	Oversee the disbursement of funds to target community needs and implement the structure and probity around the management of funds the City of Ballarat provides to the community in the form of grants
Contracts Approval Delegated Committee	3	3	0	Make decisions on City of Ballarat contracts between \$500,001 and \$2,000,000 to expedite the contract approval process
Her Majesty's Theatre Board Delegated Committee	2	0	9	Provide strategic direction with regards 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	0	0	Oversee the implementation of matters as they relate to Statutory Planning and Strategic Planning
Tourism Events Grant Allocations Delegated Committee	3	4	0	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>

## Community asset delegated committees in operation in 2022/23

Community delegated committee	Councillors	Officers	Community members	Purpose
Ascot Hall Community Asset Committee	0	0	12	Encourage use of this community asset by the local community and promote the role it plays in enabling engaged participation in community life
Brown Hill Hall Community Asset Committee	0	0	6	As above
Buninyong Hall Community Asset Committee	0	0	5	As above
Burrumbeet Soldiers Memorial Hall Community Asset Committee	0	0	12	As above
Cardigan Village Centre Community Asset Committee	0	0	7	As above
Invermay Recreation Reserve Community Asset Committee	0	0	7	As above
Miners Rest Mechanics Institute Hall Community Asset Committee	0	0	7	As above
Scotsburn Hall Community Asset Committee	0	0	11	As above
Sebastopol RSL Hall Community Asset Committee	1	0	2	As above
Warrenheip Hall Community Asset Committee	0	0	5	As above



## Non-delegated committees and groups

Advisory and non-advisory committees, stakeholder reference groups, internal working groups, external groups and organisations, and committees established under other Acts in operation in 2022/23.

- Officers have no voting rights

Committee	Councillors	Officers	Independent members
Audit and Risk Committee	3	0	4

### Advisory committees

Committee	Councillors	Officers
Ballarat Friends of Ainaro Advisory Committee	1	1
Ballarat Heritage Advisory Committee	2	1
Ballarat Regional Soccer Facility Advisory Committee	1	1
Disability Advisory Committee	1	1
Intercultural Advisory Committee	2	1
Koorie Engagement Action Group Advisory Committee	1	1
LGBTIQA+ Advisory Committee	2	1

### Stakeholder reference groups and internal working groups

Committee	Councillors	Officers
Arch of Victory/ Avenue of Honour Stakeholder Reference Group	1	1
Ballarat Airport/ Aerodrome Stakeholder Reference Group	1	1
Ballarat Major Events Precinct Stakeholder Reference Group	2	1
Community Safety Internal Working Group	2	1
Integrated Transport Working 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



## Other groups and organisations

Committee	Councillors	Officers
Art Gallery of Ballarat Board	1	1
Australian Local Government Women's Association (ALGWA)	2	0
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)	2	1
MAV Rural South Central Region Group	2	1
Regional Capitals Australia (Board)	1	1
Regional Cities Victoria	1	1
Regional Sustainability Alliance	1	0
World League of Historical Cities (Board)	1	1

## Committees established under other Acts

Committee	Councillors	Officers
Coghills Creek/ Glendaruel Cemetery	All	1
Learmonth Cemetery	All	1
Municipal Fire Management Planning Committee	1	1

## 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 and Deputy Mayor are entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all Councillor allowances.

### Councillor allowances paid 1 July 2022–30 June 2023 (including superannuation)

Cr Des Hudson (Mayor from 7 November 2022)	\$94,906.74
Cr Amy Johnson (Deputy Mayor)	\$61,115.94
Cr Daniel Moloney (Mayor until 7 November 2022)	\$64,198.02
Cr Belinda Coates	\$36,873.36
Cr Peter Eddy	\$36,873.36
Cr Tracey Hargreaves	\$36,873.36
Cr Mark Harris	\$36,873.36
Cr Samantha McIntosh	\$33,875.70
Cr Ben Taylor	\$36,873.36

# Councillor expenses

## Councillor Reimbursements 2022/23

Councillor	Travel expenses	Information and communication	Conference and training
Cr Des Hudson	\$2,824.22	\$948.55	\$218.19
Cr Amy Johnson	\$1,666.18	\$1,664.37	\$4,533.72
Cr Belinda Coates	\$1,021.76	\$471.74	\$2,371.19
Cr Ben Taylor	\$904.73	\$471.74	\$1,753.65
Cr Daniel Moloney	\$3,972.16	\$471.74	\$1,794.98
Cr Mark Harris	\$31.82	\$300.92	
Cr Peter Eddy		\$471.75	\$734.30
Cr Samantha McIntosh	\$1,958.69	\$1,360.52	\$2,696.16
Cr Tracey Hargreaves		\$471.74	

**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.





📷: Members of the City of Ballarat Street Cleaning Team at work in Durham Street, Newington.



## Service performance indicators

The following provides the results of the prescribed service performance indicators and measures and includes an explanation of the results.

Governance – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Transparency</b> <b>G1 - Council decisions made at meetings closed to the public</b> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	16.62%	3.28%	2.53%	2.74%	Council continues its commitment to strong transparency making a majority of decisions in public meetings with only six decisions made in camera out of a total of 219 made in 2022/23.
<b>Consultation and engagement</b> <b>G2 - Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	63.00	55.40	51.00	49.00	This outcome is in line with the 2023 results for Victorian regional centres.
<b>Attendance</b> <b>G3 - Councillor attendance at Council meetings</b> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	95.24%	95.68%	97.78%	99.21%	There were eight leaves of absences granted and only one apology received for the 14 Council meetings held in 2022/23.
<b>Service cost</b> <b>G4 - Cost of governance</b> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$47,305.35	\$42,366.25	\$49,054.33	\$52,345.47	Councillor allowances are independently reviewed and generally increased annually. This review is now undertaken by the Victorian Independent Remuneration Tribunal.
<b>Satisfaction</b> <b>G5 - Satisfaction with Council decisions</b> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	61.10	58.00	53.00	49.00	This outcome is in line with the 2023 results for Victorian regional centres.



# Management

The City of Ballarat has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by Council. In accordance with the *Local Government Act 2020* the City of Ballarat's results against the prescribed governance and management checklist are set out below. The following items have been highlighted as important components of the City of Ballarat's management framework.

## Audit and Risk Committee

The Audit and Risk Committee provides oversight and monitors the City of Ballarat's effectiveness in carrying out its responsibilities in relation to maintaining accountable financial management, good corporate governance, an effective system of internal control and risk management and fostering an ethical environment. The committee meets at least four times a year. Recommendations from the committee are reported to and considered by Council.

### Committee members

- John Watson (Chair)
- Linda McNeill (Resigned 18 June 2023)
- Jason Hargreaves
- Jeff Rigby
- Cr Daniel Moloney  
(24 November 2021 – 14 December 2022)
- Cr Des Hudson, Mayor  
(14 December 2022 – 30 June 2023)
- Cr Amy Johnson, Deputy Mayor
- Cr Mark Harris

## Internal audit

In the 2022/23 financial year, the following reviews were conducted by the City of Ballarat's Internal audit provers, Crowe, and all reports were completed:

- Asset Management
- Human Resources Management
- Management of Contaminated Land
- Occupational Health and Safety - Staff

## External audit

The City of Ballarat is externally audited by the Victorian Auditor General. In the 2022/23 financial year the annual external audit of the City of Ballarat's Financial Statements and Performance Statement was conducted by the Victorian Auditor General's representative. The external auditors attend a number of Audit and Risk Committee meetings during the year to present the Annual Financial Statements and Performance Statement. The external audit management letter and responses are also provided to the Audit and Risk Committee.



# Governance and management checklist

- The Act refers to the *Local Government Act 2020* unless otherwise specified

Governance and Management Item	Assessment
<b>Community Engagement Policy</b> (policy outlining the City of Ballarat's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act - 24/02/2021
<b>Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation - 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)	Adopted in accordance with section 91 of the Act - 27/10/2021
<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)	Adopted in accordance with section 92 of the Act - 22/06/2022
<b>Revenue and Rating Plan</b> (plan setting out the rating structure to levy rates and charges)	Adopted in accordance with section 93 of the Act - 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)	Adopted in accordance with section 94 of the Act - 28/06/2023
<b>Risk policy</b> (policy outlining the City of Ballarat's commitment and approach to minimising the risks to the City of Ballarat's operations)	Current policy in operation - 18/05/2022
<b>Fraud policy</b> (policy outlining the City of Ballarat's commitment and approach to minimising the risk of fraud)	Current policy in operation - 18/05/2022
<b>Municipal Emergency Management Plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> - 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 the City of Ballarat)	Adopted in accordance with section 108 of the Act - 26/04/2023
<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)	Current plan in operation 12/07/2022 <i>BCPs for Council's 13 critical services are completed.</i>
<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)	Current plan in operation - 29/05/2021 <i>A consultant has been engaged to assist with the review of the City of Ballarat's Disaster Recovery Plan</i>
<b>Risk Management Framework</b> (framework outlining the City of Ballarat's approach to managing risks to the organisations operations)	Current framework in operation - 18/05/2022
<b>Audit and Risk Committee</b> (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act - 12/08/2020
<b>Internal audit</b> (independent accounting professionals are engaged to provide analyses and recommendations aimed at improving the City of Ballarat's governance, risk and management controls)	Internal auditor engaged - 11/07/2022, 03/10/2022, 06/03/2023, 01/08/2023, 20/02/2023
<b>Performance Reporting Framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation - 1/04/2021



Governance and Management Item	Assessment
<b>Council Plan report</b> (report reviewing the performance of the City of Ballarat against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report Reported to Council on the following dates: 23/11/2022, 22/02/2023, 24/05/2023
<b>Quarterly Budget reports</b> (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act Reported to Council on the following dates: 22/9/21 - In Principle Statements 24/11/21 - Quarter 1 23/2/22 - Quarter 2 25/5/22 - Quarter 3
<b>Risk reporting</b> (six-monthly reports of strategic risks to the City of Ballarat's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Presented to the Audit and Risk Committee on the following dates: 07/09/2022, 07/12/2022, 01/03/2023, 07/06/2023
<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 98 of the Act)	Performance reports prepared
<b>Annual Report</b> (under sections 98 and 99 of the Act containing a report of operations and audited financial performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act - 26/10/2022
<b>Councillor Code of Conduct</b> (code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act - 24/02/2021
Delegations (documents setting out the powers, duties and functions of the City of Ballarat and the Chief Executive Officer that have been delegated to members of staff)	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  C4 - 01/12/2021 C7 - 02/12/2021 S5 - 24/11/2021 S5A - 07/06/2023 S6 - 26/04/2023 S7 - 06/06/2023 S11 - 18/05/2023 S13 - 06/06/2023 S12 - 16/09/2022 S14 - 23/12/2022 S15 - 24/11/2021 S17 - 03/12/2021 S18 - 28/07/2021 S11B - 28/06/2023
Meeting procedures (City of Ballarat Governance Rules governing the conduct of meetings of Council and delegated committees)	City of Ballarat Governance Rules adopted in accordance with section 60 of the Act - 24/08/2022

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



**Evan King**  
Chief Executive Officer  
Dated: 20/10/2023



**Cr Des Hudson**  
Mayor, City of Ballarat  
Dated: 20/10/2023

# Statutory Information

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

## Carer's Recognition

The following information is provided in accordance with section 11 of the Carers Recognition Act 2012. In 2022/23 Council has taken all practicable measures to comply with its responsibilities under the Act including the following actions:

- Promoting local supports and events available for carers during Carer's Week
- Offering free access to Aquatic Centre for unpaid carers during Carer's Week
- Promoting the online Carer Friendly training module to staff
- Promoting Carer obligations under the Act to all staff
- Informing all Customer Service staff of the local carers service providers

## Documents available for public inspection

The City of Ballarat's Public Transparency Policy drives good governance and reinforces the importance of open and accountable conduct. It provides guidance about how City of Ballarat information is to be made available publicly. For more information visit [ballarat.vic.gov.au](http://ballarat.vic.gov.au)

In accordance with section 135(3)(a)(b) of the *Local Government Act 2020* a summary of Public Interest returns is available on the City of Ballarat's website at [ballarat.vic.gov.au](http://ballarat.vic.gov.au) and is also available for inspection at the City of Ballarat's office as listed on the back cover of this document.

## Disability Access and Inclusion Plan

The following is provided in accordance with section 38 of the Disability Act 2006. During 2022/23 the City of Ballarat facilitated a Disability Advisory Committee and together developed a new Disability Access and Inclusion Plan for the next four years.

The following key actions were implemented in 2022/23:

- Development of the City of Ballarat Disability Access and Inclusion Plan 2022–2026 and two-year action plan
- Community event held for International Day of People with Disability
- Access and inclusion training module being embedded in onboarding processes for all new Council Officers
- The introduction of a new category in the Commerce Ballarat Business Excellence Awards that recognises businesses for their commitment to access and inclusion
- Improvements to access and inclusion in City of Ballarat facilities and services, including planned infrastructure, events, programming, and public spaces



## Domestic Animal Management Plan

The following information is provided in accordance with section 68A of the *Domestic Animals Act 1994*.

The following key actions were implemented in 2022/23:

- Development and implementation of a yearly communication plan to ensure that we communicate state legislative changes to the community and provide ongoing responsible pet ownership education
- Implementation of a cat trapping program, working closely with local wildlife rescue and carers to identify problem areas, and the development of a cat education and nuisance policy, including commencement of work on community consultation for a potential 24-hour cat curfew
- Increased daily mandatory patrols of areas where dogs were reported off-lead and development of an education program on the location of designated off-lead spaces in Ballarat
- Continued relationship with the National Desexing Network
- Delivery of responsible pet ownership education sessions for primary school students through the D-A-S-H (Dynamic, Active, Safe, Healthy) program
- Delivery of regular responsible pet ownership education sessions at the Ballarat Drug Court
- Commencement of successful prosecutions of Prevention to Cruelty to Animals Act 1986 with the Ballarat Magistrates' Court
- Ongoing behavioural modification programs at the Ballarat Animal Shelter to increase successful re-homing for dogs and cats

## Food Act Ministerial Directions

The following information is provided in accordance with section 7E of the *Food Act 1984*. No Ministerial Directions were received by the City of Ballarat in the 2022/23 financial year.

## Road Management Act Ministerial Directions

The following information is provided in accordance with section 22 of the *Road Management Act 2004*. No Ministerial Directions were received by the City of Ballarat in the 2022/23 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 this Act including how to make a disclosure is available at [ballarat.vic.gov.au/public-interest-disclosures](http://ballarat.vic.gov.au/public-interest-disclosures)

There were no disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) in the 2022/23 financial year.

## Contracts

The City of Ballarat issued 33 tenders in the 2022/23 financial year covering the following service categories: events services; marketing services; community services; consultancy and other work; capital and infrastructure works; operational services; technology and other initiatives.

As per Council's procurement policy, contracts above \$300,000 should follow a market engagement type of a tender. The table below provides details of the 33 contracts entered into via this type of market engagement.

Contract Title	Award Amount (ex GST)
Dowling Road Reconstruction (Blind Creek Road to North)	\$706,552.19
Heavy Plant - Compactor Quantity Two	\$1,883,776.00
Bakery Hill Redevelopment Civil Works and Landscaping	\$11,140,933.00
Bakery Hill Redevelopment Playspace Design & Construct	\$956,433.00
Leith Street Reconstruction (Skipton Street to Yarrowee Parade)	\$1,191,941.70
Ripon Street South shoulder construction and associated works from Sturt Street to Dana Street	\$327,394.90
City Safe Taxi Rank Security Services	Schedule of Rates
Sebastopol Community Hub Project - Detailed Design	\$426,414.00
Asphalt Patching and Overlay - Minor Works - Panel	Schedule of Rates
Havelock Street Reconstruction (Walker Street to Landsborough Street)	\$478,582.00
Mt Clear Cricket Nets and Netball Court Lighting	\$601,232.00
Landscaping Botanical Gardens Fernery	\$715,086.71
Yarrowee River Access - Construction	\$720,911.63
Alfredton Community Hub Construction	\$6,457,305.00
Ligar Street Road and shoulder Rehabilitation from Walker Street to Landsborough Street Ballarat North	\$460,600.60
Major Patching and Asphalt Overlay	\$2,154,431.30
Coghills Creek Road widening from Pickfords Road for 1.5km	\$740,676.43
Pleasant Street Soccer Pitch Renewal	\$1,089,341.11
Rowan View Pre-School Upgrade	\$1,402,094.26
CHSP Home Maintenance/Modifications	Schedule of Rates
Building Services for the Redevelopment of the Ballarat Central Library	\$5,689,031.00
Badminton Roof Renewal	\$497,000.00
Whitehorse Former Landfill Construction Works-Landfill Capping/Rehabilitation Works	\$691,585.46
Learmonth/Alfredton Netball Courts	\$1,417,299.00
Ring Road and Gregory Street Intersection Upgrade	\$1,138,912.29
Urban Forest Project Street Tree Planting	Schedule of Rates
Construction of Ballarat Airport Runway	\$5,406,645.87
Her Majestys Theatre Stage Three	\$11,934,623.00
Tate Street Reconstruction	\$2,040,902.56
Eureka Street/Warrenheip Road/Navigators Road Roundabout Construction	\$1,049,022.49
Car Park Construction Brace Site for Havelock Street Ballarat	\$373,542.80
St Patricks Point Wendouree Car Park Access and Upgrade	\$595,111.30
Grenville Street Bike Path Construction	\$515,388.29



## Infrastructure and development contributions

In accordance with sections 46GM and 46QD of the *Planning and Environment Act 1987* details about infrastructure and development contributions including levies and works in kind must be disclosed in the annual report. The City of Ballarat does not currently have any infrastructure contributions plans. The Ballarat West Development Contributions Plan is the City of Ballarat's only Development Contributions Plan in operation in the 2022/23 financial year and is disclosed below.

### Ballarat West Development Contributions Plan (DCP)

Total DCP levies received in the 2022/23 financial year

DCP name and year approved	Levies received
Ballarat West DCP (2014)	\$6,041,094.23
<b>Total</b>	<b>\$6,041,094.23</b>

DCP land, works, services or facilities accepted as works-in-kind in the 2022/23 financial year

DCP name and year approved	Project ID	Project description	Item purpose	Project value
Ballarat West DCP (2014)	DI_DR_C/O	Construction of Drainage Scheme in sub-catchment C/O (sub-precinct 4)	Drainage	\$2,841,701.87
Ballarat West DCP (2014)	DI_DR_KL	Construction of Drainage Scheme in sub-catchment KL (sub-precinct 4)	Drainage	\$2,371,496.63
Ballarat West DCP (2014)	DI_DR_U/Z	Construction of Drainage Scheme in sub-catchment U/Z (sub-precinct 2)	Drainage	\$1,498,731.83
Ballarat West DCP (2014)	DI_LA_14	Western Link Road - Stage 2b land acquisition	Road construction	\$250,800.00
Ballarat West DCP (2014)	DI_LA_22	Land for new north-south road (sub-precinct 2)	Road construction	\$575,550.00
Ballarat West DCP (2014)	DI_LA_23	Land for widening of Greenhalghs Road	Road construction	\$60,000.00
Ballarat West DCP (2014)	DI_LA_BIO	Acquisition of land for biofilter	Drainage	\$337,750.00
Ballarat West DCP (2014)	DI_LA_RB4	Acquisition of land for Retarding Basin 4	Drainage	\$324,400.00
Ballarat West DCP (2014)	DI_LA_RB5	Acquisition of land for Retarding Basin 5	Drainage	\$261,800.00
Ballarat West DCP (2014)	DI_RD_12	New north-south road construction (sub-precinct 2 southern section)	Road construction	\$1,192,520.71
<b>Total</b>				<b>\$ 9,714,751.04</b>

Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

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)
Ballarat West DCP (2014)	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Land, works, services or facilities delivered in the 2022/23 financial year from DCP levies collected

Project ID and description	DCP name and year approved	DCP fund expended	Works-in-kind accepted	City of Ballarat's contribution	Other contributions	Total project expenditure	Percentage of item delivered*
DI_JNC_04 Greenhalghs Road / New north-south road (north) roundabout	Ballarat West DCP (2014)	\$16,473.53	\$0.00	\$0.00	\$0.00	\$16,473.53	1.30%
DI_RD_15 Greenhalghs Road upgrade - central section	Ballarat West DCP (2014)	\$16,691.03	\$0.00	\$0.00	\$0.00	\$16,691.03	0.79%
DI_RD_14 Greenhalghs Road upgrade - western section	Ballarat West DCP (2014)	\$16,811.03	\$0.00	\$0.00	\$0.00	\$16,811.03	2.68%
DI_DR_BU/CP Construction of Drainage Scheme in sub-catchment BU/CP (sub-precinct 1)	Ballarat West DCP (2014)	\$300,762.00	\$0.00	\$0.00	\$0.00	\$300,762.00	2.33%
DI_CF_4 Construction of Early Years Hub - DIL component - NAC (sub-precinct 4)	Ballarat West DCP (2014)	\$536,136.60	\$0.00	\$0.00	\$0.00	\$536,136.60	22.03%
CI_CF_6 Construction of NAC level 1 multi-purpose community centre - community centre area - CI component (sub-precinct 4)	Ballarat West DCP (2014)	\$117,938.35	\$0.00	\$0.00	\$1,125,000.00	\$1,242,938.35	22.03%
DI_RD_22 Tait Street upgrade	Ballarat West DCP (2014)	\$2,095,434.84	\$0.00	\$0.00	\$0.00	\$2,095,434.84	62.63%
<b>Total</b>		<b>\$3,100,247.38</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,125,000.00</b>	<b>\$4,225,247.38</b>	

\*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 2021–2025.

In February 2023 an organisational realignment was completed. This saw the establishment of a new directorate called 'Economy, Experience and Commonwealth Games'.\*

### REPORTING STRUCTURE

As at 30 June 2023



**CEO**



**CEO'S OFFICE**

**CORPORATE SERVICES**

**INFRASTRUCTURE AND ENVIRONMENT**

**COMMUNITY WELLBEING**

**DEVELOPMENT AND GROWTH**

**ECONOMY, EXPERIENCE AND COMMONWEALTH GAMES\***

**EVAN KING**

**Chief Executive Officer**

**CEO'S OFFICE**

**Executive Office**

- CEO Support
- Civic Support
- Town Hall

**Communications and Design**

- Communications
- Visual Communications
- Digital Content

**Advocacy and Lobbying**

**NATALIE ROBERTSON**

**Director**

**DEVELOPMENT AND GROWTH**

**Development Facilitation**

- Sustainable Growth
- Statutory Planning
- Strategic Planning

**Economic Growth**

- Economic Growth
- Investment Lead
- Airport Management

**City Design**

- City Design
- Heritage and Cultural Landscapes

**Regulatory Services**

- Compliance and Parking Enforcement
- Environmental Health
- MBS and Building Services
- Animal Services

**• Visitor Economy**

- Visitor Economy
- Marketing

\* Following the cancellation of the Commonwealth Games, this directorate has been renamed 'Economy and Experience'.

**MATTHEW WILSON****Director****COMMUNITY  
WELLBEING****Engaged Communities**

- Health and Social Planning
- Community Participation
- Intercultural Services
- Municipal Emergency Management

**Libraries and Lifelong Learning**

- Library Services

**Ageing Well**

- Community and Home Support
- Meals on Wheels

**Family, Youth and Children's Services**

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

**Recreation Services**

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

**BRIDGET WETHERALL****Director****INFRASTRUCTURE  
AND ENVIRONMENT****Infrastructure**

- Asset Management
- Survey and Design
- Infrastructure Delivery
- Construction
- Development engineering
- Traffic and Transport
- Capital Program

**Operations**

- Parks and Gardens
- Road Maintenance

**Property and Facilities Management**

- Property Management
- Facilities Management

**Waste and Environment**

- Sustainable Environment
- Circular Economy
- Waste and Street Cleaning Operations
- Landfills and Transfer Station

**Major Projects****Project Management Office (Interim)****JOHN HAUSLER****Director****CORPORATE  
SERVICES****Financial Services**

- Accounting Services
- Accounts Receivable
- Accounts Payable

**Business Improvement****Information Services**

- Core Systems Support
- Infrastructure Services
- ICT Customer Support
- Business Systems Support
- ICT Governance

**Fleet Management**

- Heavy Plant and Equipment
- Light Fleet

**Revenue and Procurement**

- Revenue
- Procurement

**Customer Experience****People and Culture**

- Workplace Relations
- Organisational Development
- Payroll

**Governance and Risk**

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





**MARTIN DARCY**

**Director**

**ECONOMY,  
EXPERIENCE AND  
COMMONWEALTH  
GAMES\***

**Economic Growth**

- Economic Growth
- Investment Lead
- Airport

**Visitor Economy**

- Visitor Economy
- Marketing

**Arts and Events**

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

**Art Gallery of Ballarat**

\* Following the cancellation of the Commonwealth Games, this directorate has been renamed 'Economy and Experience'.



Sunrise over Lake Wendouree.

# Staff profile

**A summary of the number of full-time equivalent (FTE) Council staff by organisational structure, employment type and gender as at 30 June 2023**

Employee Type/ Gender	Community Wellbeing		Corporate Services		Development and Growth		Economy and Experience		Infrastructure and Environment		Office of the CEO		Total Staff	Total FTE
	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE		
Permanent FT-F	61	61	47	47	44	44	30	30	37	37	9	9	228	228
Permanent FT-M	22	22	39	39	35	35	18	18	198	198	8	8	320	320
Permanent FT-X	1	1											1	1
Permanent PT-F	151	101.63	13	9.26	64	25.67	12	8.95	7	5.12	3	2.42	250	153.1
Permanent PT-M	15	8.28			29	9.37	4	2.97	2	1.49			50	22.1
Permanent PT-X	1	0.47											1	0.5
Casual - F	145	33.27	8	4.93	14	5.04	39	8.58	2	0.73	2	0.63	210	53.2
Casual - M	51	12.24	1	0.49	13	2.7	15	5.03			2	0.13	82	20.6
Casual - X							3	1.03					3	1.03
<b>Total</b>	<b>447</b>	<b>239.89</b>	<b>108</b>	<b>100.68</b>	<b>199</b>	<b>121.78</b>	<b>121</b>	<b>74.56</b>	<b>246</b>	<b>242.34</b>	<b>24</b>	<b>20.18</b>	<b>1145</b>	<b>799.4</b>

FTE = Full Time Equivalent FT = Full-Time PT = Part-Time F = Female M = Male X = Self-described gender



# Organisational culture improvement program

The City of Ballarat's The Way Forward program aims to improve organisational culture. The 16-point action plan was released as part of the Governance and Culture Assessment Review completed in January 2021. It outlines key actions to be implemented across the organisation.

Key achievements include the development of a Workforce Plan and Gender Equality Action Plan,

the review and reinforcement of Codes of Conduct for staff and councillors and the promotion and application of principles of accountability.

In addition to the 16-point action plan, business unit managers lead staff engagement sessions to develop actions to improve and further build on the positive culture. Progress is being measured through regular Pulse Surveys.

ACTION	STATUS
1. Develop a Workforce Strategy (Plan) in line with legislative responsibilities	Completed
2. Develop a Gender Equality Action Plan	Completed
3. Develop an ongoing Communications Strategy (Plan)	Due to be completed by Quarter 3 2022
4. Ensure physical working conditions meet Occupational Health & Safety (OHS) and COVID-19 standards	Completed
5. Continue best practice employee relations	Ongoing*
6. Promote and apply principles of accountability and delivery outcomes	Ongoing*
7. Review, educate and reinforce Codes of Conduct for staff and councillors	Completed
8. Educate and reinforce role boundaries for staff and councillors	Completed
9. Review and reinforce social media policies for staff and councillors	Completed
10. Ensure the organisation operates cohesively through joint goals and accountabilities for senior staff	Completed
11. Develop a coordinated approach to professional development based on continuous learning principles	Completed
12. Develop and deliver a 21st century leadership program for senior staff	Completed
13. Recognise and adhere to the Positive Duty Obligation in line with legislative responsibilities for OHS, risk management and compliance requirements	Completed
14. Develop a glossary of terms to promote common understanding and awareness	Completed
15. Ensure procurement, probity and procedures are revised and upheld on a regular basis	Completed
16. Understand and apply best practice issues management practices	Completed

\* Ongoing review and implementation across the organisation

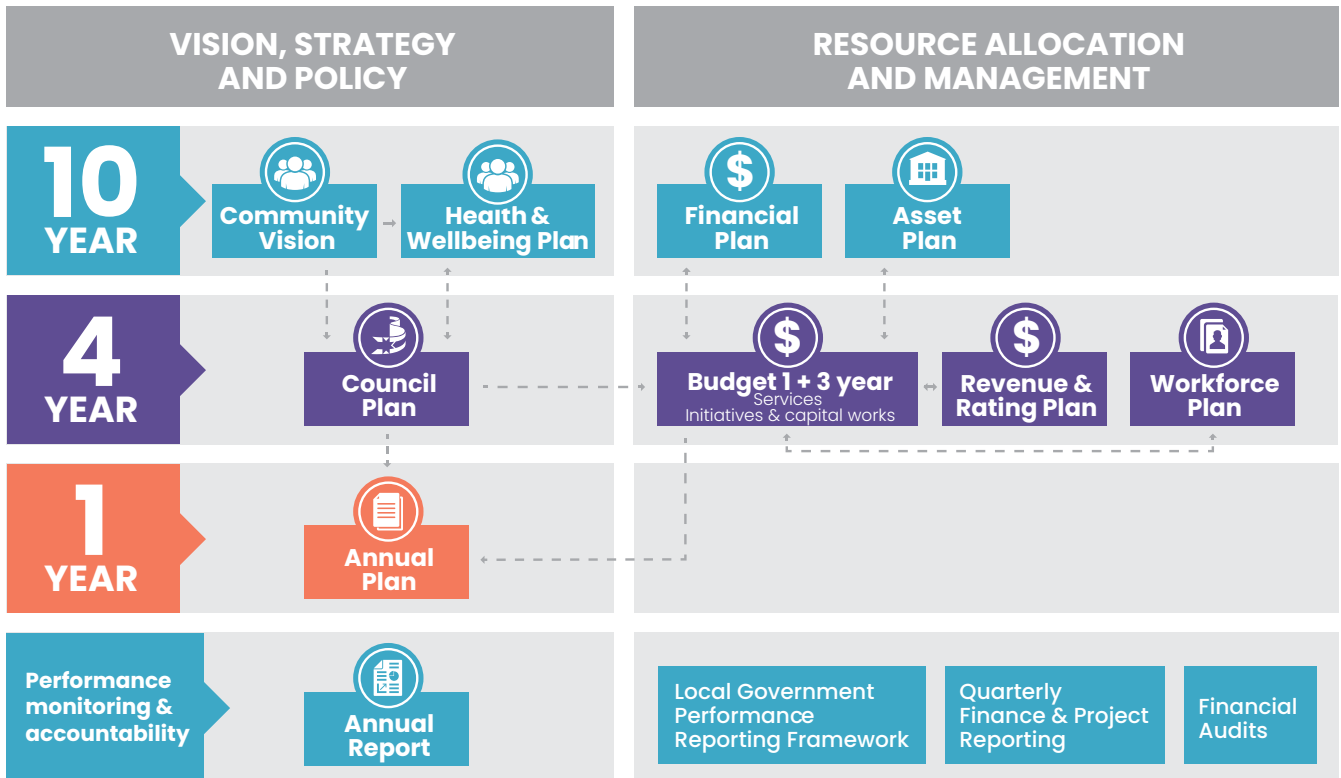


📷: Ballarat Library at Town Hall has been a huge success in 2023.



# Our performance

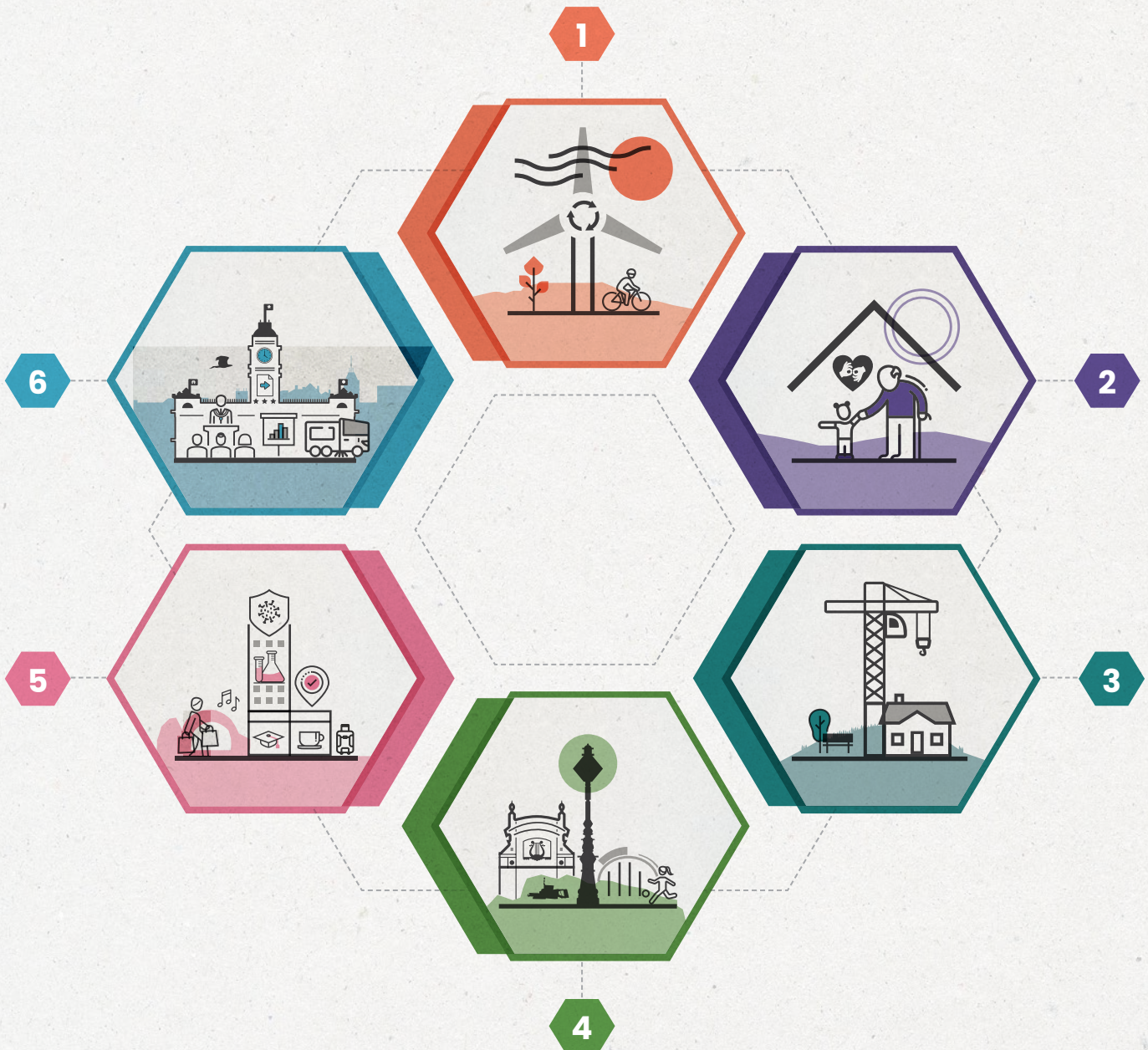
## Integrated strategic planning framework



### The City of Ballarat's performance for the 2022/23 financial year is reported below as follows:

- Results achieved in relation to the strategic indicators in the Council Plan 2021–2025
- Progress in relation to the major initiatives identified in the 2022/23 Budget
- Services funded in the 2022/23 Budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures

# Council Plan 2021–2025: Goals



GOALS	
1. An environmentally sustainable future	4. A city that conserves and enhances our natural and built assets
2. A healthy, connected and inclusive community	5. A strong and innovative economy and city
3. A city that fosters sustainable growth	6. A Council that provides leadership and advocates for its community



## Strategic indicators

The following reports on our performance against the Council Plan 2021–2025.

### Goal 1 – An environmentally sustainable future

Strategic indicator	Period	Value	Target	Comments
An increase in the number of trees in the City of Ballarat's asset management system	Data collected Jun 2022	78,335	Increase	Target achieved
	Data collected Jun 2023	80,725		
An increase in behind the meter renewables	Data collected Jun 2022	300.5 kW	Increase	Target not achieved - contractors have been appointed to install additional solar systems to be completed in 2023/24 FY
	Data collected Jun 2023	300.5 kW		
An increase in the number of green spaces	Data collected Jun 2022	360	Increase	Target achieved
	Data collected Jun 2023	371		
An increase in the diversion rate of kerbside waste	2021/22FY	41.5%	Increase	Target achieved
	2022/23FY	43.4%		
A decrease in waste consumption per capita	2021/22FY	208 kg	Decrease	Target achieved
	2022/23FY	194 kg		
A decrease in corporate emissions	2020/21FY	35.5 tCO <sub>2</sub> e	Decrease	Based on most recent data available - target achieved, with decrease primarily due to Victorian Energy Collaboration (VECO) offsets
	2021/22FY	26.4 tCO <sub>2</sub> e		
A decrease in municipal emissions	2019/20FY	1,416,000 tCO <sub>2</sub> e	Decrease	Based on most recent data available – shows target was achieved compared to the previous year
	2020/21FY	1,357,000 tCO <sub>2</sub> e		
An increase in usage of key active transport trails		Data not available	Increase	Target achieved – counting devices are being trialed to provide results for comparison (first time data was collected – new automated counters have been installed in Steinfeld, Macarthur and Sturt Streets)

**Goal 2 – A healthy, connected and inclusive community**

Strategic indicator	Period	Value	Target	Comments
An increase in the percentage of the population that are active library borrowers	2021/22FY	8.9%	Increase	Target achieved
	2022/23FY	10.8%		
100% of required food safety assessments undertaken	Data collected Jan-Dec 2021	77.9%	100%	Impacted by shortages of skilled resources
	Data collected Jan-Dec 2022	74.1%		
An increase in the percentage of children enrolled who participate in the Maternal and Child Health service	2021/22FY	73%	Increase	Target not achieved - MCH participation has remained relatively consistent across the past 5 years with minor annual fluctuations
	2022/23FY	72%		
Staff participation in cultural awareness training	Data collected Jun 2023	70%	100%	Target achieved – this program was introduced as a pilot in 2022 and is ongoing and mandatory from 2023
An increase in participation in library learning programs	2021/22FY	8,077	Increase	Significant increase achieved due to more programs being delivered across more venues (library branches, outreach and community partner venues) and removal of COVID restrictions
	2022/23FY	17,164		
An increase in community perception of Ballarat being a safe place to live	Survey date Mar 2021	7.3	Increase	Target not achieved – survey methodology changed in 2023 and may be partly responsible for the variance
	Survey date Mar 2023	6.5		



**Goal 3 – A city that fosters sustainable growth**

Strategic indicator	Period	Value	Target	Comments
Planning applications decided within 60 days	2021/22FY	56.3%	80%	Target not achieved – staff turnover has impacted capacity and service delivery
	2022/23FY	42.8%		
VicSmart applications decided within 10 days	2021/22FY	54%	80%	Target not achieved – staff turnover has impacted capacity and service delivery
	2022/23FY	43.4%		
A percentage increase of households with access to public transport within 400m	Data collected Jun 2022	79%	Increase	Target achieved
	Data collected Jun 2023	85%		
A percentage increase of households with access to greenspace within 400m	Data collected Jun 2022	89.7%	Increase	Target achieved
	Data collected Jun 2023	90.2%		
A percentage increase of infill development	Data not available	Data not available	Increase	Data not available - a method to define and calculate infill development has not been determined, with a project underway to resolve this for future reporting

**Goal 4 – A city that conserves and enhances our natural and built assets**

Strategic indicator	Period	Value	Target	Comments
Over 100 percent asset renewal and upgrade as a percentage of depreciation	2021/22FY	112%	over 100%	Target achieved
	2022/23FY	100%		
A decrease in sealed local road requests per 100km of sealed local roads	2021/22FY	125.9	Decrease	Target achieved
	2022/23FY	178.2		
An increase in community satisfaction with sealed local roads	Survey date Mar 2022	41	Increase	This decrease is in line with the overall fall in score for all Victorian councils that participated in the 2023 Community Satisfaction Survey (CSS) – this forms a trend from the 2022 CSS results, where three quarters of participating councils received lower overall performance scores than in the 2021 CSS
	Survey date Mar 2023	37		
An increase in community satisfaction for 'is Ballarat easy to cycle and walk around in?'	Survey date Mar 2021	7.8	Increase	Target not achieved – survey methodology changed in 2023 and may be partly responsible for the variance
	Survey date Mar 2023	6.4		

**Goal 5 – A strong and innovative economy and city**

Strategic indicator	Period	Value	Target	Comments
A strong and innovative economy and city - domestic one day trips market share	Data collected Jan-Dec 2021	5.4%	Increase	Target achieved
	Data collected Jan-Dec 2022	5.6%		
A strong and innovative economy and city - overnight stays market share	Data collected Jan-Dec 2021	4.6%	Increase	Target not achieved – despite a strong return of day visitors the City of Ballarat did not perform as strongly as other areas in Regional Victoria for overnight stays
	Data collected Jan-Dec 2022	4.4%		
An increase in community satisfaction for ‘good local shopping’	Survey date Mar 2021	7.8	Increase	Target not achieved – survey methodology changed in 2023 and may be partly responsible for the variance
	Survey date Mar 2023	6.5		
An increase in Gross Regional Product equivalent to or exceeding State Gross Regional Product	2020/21FY	\$7.5B	Increase	Based on most recent data available – shows target was achieved compared to the previous year
	2021/22FY	\$8.3B		
An increase in the number of creative businesses	Data collected Sep 2022	1,057	Increase	Target achieved - based on 'self-reported creatives' data from Creative City database (data used changed from last year)
	Data collected Jun 2023	1,587		
An increase in the number of local jobs	Census date Aug 2016	48K	Increase	Target achieved - based on most recent Census data available
	Census date Aug 2021	57K		
An increase in the number of new businesses registered in Ballarat	Data collected June 2021	8,857	Increase	Based on most recent ABS data available – shows target was achieved compared to the previous year
	Data collected June 2022	9,729		



**Goal 6 – A Council that provides leadership and advocates for its community**

Strategic indicator	Period	Value	Target	Comments
An increase in community satisfaction with community consultation and engagement	Survey date Mar 2022	51	Increase	This decrease is in line with the overall fall in score for all Victorian councils that participated in the 2023 Community Satisfaction Survey (CSS) – this forms a trend from the 2022 CSS results, where three quarters of participating councils received lower overall performance scores than in the 2021 CSS
	Survey date Mar 2023	49		
100 per cent of staff to have completed mandatory training	2021/22 FY	56%	100%	Target not reached, however an increase achieved compared to the previous year – mandatory training is to continue to be a key focus of management in 2023/24
	2022/23 FY	70%		
Achieve a low risk rating in four of the seven financial sustainability indicators	Data not available	Data not available	N/A	VAGO is no longer applying risk ratings to these indicators
An equal percentage of gender in new employee hires	2021/22FY	61% female	50% female; 50% male	Achieved within 1% of target
	2022/23FY	51% female		
An increase in projects using smart technology	2021/22FY	40	Increase	Target achieved - new water quality sensors and people counters on walking tracks
	2022/23FY	45		
An increase in the number of open data sets released	Data collected Jun 2022	67	Increase	Target achieved
	Data collected Jun 2023	84		



: The newly upgraded Steinfeld Street shared path has proven popular with residents.



## Major initiatives

The following reports on our progress in the 2022/23 financial year in relation to major initiatives identified in the 2022/23 Budget.

Goal 1 – An environmentally sustainable future	Progress in 2022/23
<b>Street tree planting program</b>	The 2022/23 Street tree planting program has been completed with approximately 1,600 trees planted across the municipality.
<b>Continue solar installation at Council facilities</b>	We continue to support and provide advice on solar installation through supporting the waste as part of the implementation of the Carbon Neutrality and 100% Renewables Action Plan.

Goal 2 – A healthy, connected and inclusive community	Progress in 2022/23
<b>Wendouree Community Recreation Precinct</b>	This transformational project is complete. It delivered new soccer pitches and lighting, a new sporting pavilion comprising change rooms and a social space. It will be home for the Forest Rangers Soccer Club and the North Ballarat Cricket Club will also play matches at the venue. Additional community facilities will provide for the Wendouree Neighborhood Centre, Wendouree YMCA, Re-Cranked and the Men's Shed. We are delivering this project in partnership with the Federal and State Governments.
<b>Pleasant Street Soccer Pitch renewal</b>	This project is complete with the delivery of two new match pitches and a junior warm up pitch.
<b>Central Library upgrade</b>	<p>Construction commenced in early 2023 on the revitalisation of the library which involves increasing floor space, developing a second story for public use and creating more welcoming and enriching learning spaces.</p> <p>While the library is undergoing this transformation a pop-up library has been established at the Ballarat Town Hall, with approximately 33,000 people having used this library between November 2022 and 30 June 2023.</p>

<b>Goal 3 – A city that fosters sustainable growth</b>	<b>Progress in 2022/23</b>
<b>Alfredton Community Hub</b>	Construction is underway on this new facility located in Ballymanus, which features a new kindergarten and community facilities.
<b>Growth Areas Framework Plan</b>	Development is underway on this plan which will then undergo a community consultation process. A planning scheme amendment will follow shortly after.
<b>Preparation of Precinct Structure Plans (PSP)</b>	Work to support the Victorian Planning Authority in the preparation of the Northern Growth Area PSP is ongoing.
<b>Housing Strategy</b>	This strategy has been drafted in 2022/23 ready to go through a community consultation process.

<b>Goal 4 – A city that conserves and enhances our natural and built assets</b>	<b>Progress in 2022/23</b>
<b>Royal Park (Buninyong) – Stage 2</b>	This project was reliant on additional external (State Government) funding which did not eventuate. The project is no longer progressing.
<b>Sebastopol Community Hub</b>	<p>This community facility includes a new community hall, three kindergarten rooms and four fit-for-purpose meeting spaces that will accommodate a diverse range of users. The community and stakeholder and concept planning processes have been completed.</p> <p>We are delivering this project in partnership with the Federal Government.</p>
<b>Cornish Street dam wall construction</b>	This project is currently in the final phase of design.



Goal 5 – A strong and innovative economy and city	Progress in 2022/23
<b>Ballarat Airport runway upgrade</b>	<p>The majority of works have been completed on this project which includes extending the existing runway and other upgrades to allow larger aircraft to use the airport, increasing certainty for local businesses to expand their operations. We are delivering this project in partnership with the Federal Government.</p>
<b>Her Majesty's Theatre Stage 3 and conservation works</b>	<p>Early works are underway on this project which involves refurbishment of the front- and back-of-house amenities for patrons, performers and staff including improved accessibility. We are delivering this project in partnership with the State Government.</p> <p>The project contract has been awarded and a significant portion of the demolition stage has been completed.</p>

Goal 6 – A Council that provides leadership and advocates for its community	Progress in 2022/23
<b>Advocate strongly for Priority Projects</b>	<p>Advocacy and lobbying is an ongoing priority for City of Ballarat. With both federal and state elections held in 2022/23, the City of Ballarat's Advocacy and Lobbying Team worked closely with the Mayor, CEO, Executive Leadership and Management Teams to promote Council's priority projects to all sides of politics, to key stakeholders, residents and businesses. More than \$181 million was secured for City of Ballarat projects that were directly advocated for. A further \$56.6 million was committed for two Victorian Government projects on Council's advocacy pipeline - Ballarat Railway Station DDA compliance (\$49.1 million) and Ballarat-Carngham Road design works (\$6.6 million).</p>

## Services

The following provides a description of the services funded in the 2022/23 Budget and the persons or sections of the community who are provided the service.

### Goal 1 – An environmentally sustainable future

Services	Service description
<b>Circular Economy</b>	Ballarat is embracing a transition towards a circular economy. The Circular Economy service provides programs to assist in the efficient use of materials and reducing the amount of waste going to landfill.
<b>Landfills and Transfer Station</b>	Landfills and Transfer Station includes operational costs for the transfer station, Ballarat Regional Landfill and closed landfills around Ballarat.
<b>Strategic Transport and Mobility</b>	Strategic Transport and Mobility includes the implementation of priority projects within the Integrated Transport Plan Implementation and Active Transport. The service is responsible for planning safer pedestrian connections across the CBD.
<b>Sustainable Environment</b>	Sustainable Environment is responsible for developing policy, strategic direction and implementation of environmental sustainability, integrated water management and other climate change initiatives across the municipality.
<b>Waste and Street Cleaning Operations</b>	Waste and Environment facilitate kerbside waste, recycling and greenwaste collection and processing. The Service is responsible for the delivery of street cleaning and sweeping operational services.



## Goal 2 – A healthy, connected and inclusive community

Services	Service description
<b>Assessment and Review</b>	Assessment and Review is a clinical service as part of the My Aged Care national system for Older Persons. Assessment and Review staff determine, in consultation with residents, what service provision they need, both internally and externally provided, to remain living in the community safely and independently.
<b>Ballarat and Aquatic Lifestyle Centre (BALC)</b>	BALC provides the Ballarat community with recreational swimming, learn to swim (aquatic education) programs, gymnastics, health club, group fitness, community programming, personal training, café and creche services.  During summer, BALC also manages Ballarat's outdoor pools and splash parks.
<b>Ballarat Regional Soccer Facility</b>	The Ballarat Regional Soccer Facility is Ballarat's crown for regional soccer and has hosted both international and Australian teams including Bahrain, The Matildas, Western United and Melbourne Victory.  The centrepiece is a world-class natural turf stadium pitch, of a quality unmatched in Australia outside of major metropolitan stadiums. With viewing mounds on three sides, and a 450-seat grandstand, the stadium comfortably fits 3,000 spectators.
<b>Child Health</b>	Council's Maternal and Child Health Service is free for families with babies and children, from birth to school age. This service supports families with helpful information on a wide variety of topics including early parenting, child health and development, and family health and wellbeing issues. Maternal and Child Health can provide specialist referrals and help to link families with local community-based supports and enable social connections with other parents for example, through New Parent Groups and referral to supported and community-based playgroups.  Council also provides government-funded childhood and school immunisations according to the National Immunisation Program (NIP) schedule. Vaccines are provided by Department of Health and Human Services and administered by Council.
<b>Children's Services</b>	Children's Services includes early education and care services provided by Girrabanya and Wendouree Children's Centre that provide long day care, sessional funded kindergarten for both three year old and four year olds and occasional care at Girrabanya Children's Centre. Family Day Care is an Australian Government approved home-based childcare service often providing family care - that is, siblings are cared for together, and care for school-aged children until the end of primary school and beyond in special circumstances.

## Goal 2 – A healthy, connected and inclusive community

Services	Service description
<b>Community Participation</b>	Community Participation 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 the personal, physical and mental health of residents of all ages.
<b>Cultural Diversity</b>	Cultural Diversity supports diversity within Council 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 the Reconciliation Action Plan.
<b>Early Childhood Partnerships</b>	Early Childhood Partnerships include Ballarat's Best Start Program that aims to improve the wellbeing of all children from conception to transition to school, supported playgroups which aims to improve outcomes for disadvantaged children through parent-child interaction, and Parent Place, a free drop-in centre for parents and carers.
<b>Engaged Communities</b>	Engaged Communities delivers the Community Infrastructure Plan as well as providing services and programs that help to support Health and Social Planning, Community Participation and Emergency Management.
<b>Environmental Health</b>	Environmental Health is a statutory function of Council, delivering permits and compliance for food safety, public health and wellbeing (noise and odour), environmental protection (asbestos, contaminated land), tobacco regulation, emergency management and domestic wastewater.
<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. The strategic framework for this program is outlined in the Municipal Early Years Plan with governance via working groups.
<b>Food Services</b>	Meals on Wheels, along with other Commonwealth Home Support Program services, aims to assist our older residents and those with disabilities to remain living independently for as long as possible. Meals are provided on an on-going 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.



## Goal 2 – A healthy, connected and inclusive community

Services	Service description
<b>Home Care</b>	Health and Social Planning 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. Health and Social Planning also delivers services under Goal 4.
<b>Home Maintenance</b>	Home Maintenance, along with other Commonwealth Home Support Program services, assist residents in their homes to maintain their homes in a safe and habitable condition. These services must focus on improving safety and independence within the home environment by minimising environmental health and safety hazards.
<b>Lakes Management</b>	This represents the engagement of specialist contracted expertise to ensure the Lake Wendouree rowing course is maintained to a level that ensures ongoing hosting of major rowing regattas for local rowing organisations, Rowing Victoria and Rowing Australia.
<b>Library Services</b>	There are three static public libraries located in Ballarat, Wendouree and Sebastopol. Council also provides library services to areas such as Delacombe, Miners Rest, Warrenheip, Learmonth and Ballarat East via two library outreach vehicles.
<b>Library Services - Contract</b>	<p>The City of Ballarat provides shared library services through service level agreements to the seven LGAs of Moorabool, Ararat, Pyrenees, Central Goldfields, Hepburn, Southern Grampians and Northern Grampians. These services cover the following:</p> <ul style="list-style-type: none"> <li>• Collection services – acquisition, cataloguing and processing</li> <li>• Library management services through the provision of an integrated library management system</li> <li>• Collection movement services through management of library and DX courier services across Central Victoria</li> </ul>
<b>Lucas Community Hub</b>	The Lucas Community Hub is a facility that contains two rooms for kindergarten, three Maternal and Child Health Rooms, a specialist consulting room, three community rooms and a commercial kitchen available for hire.

## Goal 2 – A healthy, connected and inclusive community

Services	Service description
<b>Municipal 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 several emergency related organisations to ensure that Ballarat and surrounding communities are well prepared for an all-hazards approach to emergency management. Municipal Emergency Management also delivers services under Goal 6.
<b>Program Support</b>	Program Support are our Administration team that provide the public interface with older residents. The team provide the Ageing Well department with administrative assistance and provide and maintain system administration of the business unit's client management software.
<b>Recreation Services</b>	The provision of recreation planning services to sporting and recreation organisations across Ballarat to enable appropriate delivery of sporting infrastructure for the community. Provision of evidence-based planning advice in relation to recreation and sport services. This service also works to acquire major and community level sporting events that support economic growth and tourism for the city whilst providing the community with national level spectator experiences such as A League and AFL events. General maintenance of sporting facilities is also undertaken through the Recreation Services team.
<b>School Crossing Supervision</b>	School crossing supervision for primary and secondary schools is provided under a shared costing arrangement with VicRoads. The service stems from community expectations, however, the Victorian Government is reviewing Council's delivery given the cost.
<b>Senior Development Services</b>	Council provides support and assists seven Senior Citizens centres to operate across the city and meets with the Ballarat Seniors Citizens Clubs Association. Council also are developing an Ageing Well strategy for the City of Ballarat.
<b>Social Connections</b>	The aim of these programs and activities is to enhance the quality of life and independence of the Commonwealth Home Support Program (CHSP) participants by providing socialisation opportunities within the community which assist to decrease isolation to eligible residents.
<b>Youth Development</b>	Youth Services delivers a range of programs supporting youth development, leadership opportunities, gender equity and safe behaviours.



### Goal 3 – A city that fosters sustainable growth

Services	Service description
<b>City Design</b>	City Design provides statutory referral services for statutory planning applications and other project advice related to vegetation matters, open space planning, urban design, landscaping design, sustainable and active transport, and other related elements. City Design also provides services under Goals 2, 4 and 5.
<b>Statutory Planning</b>	Statutory Planning plays a key role in implementing the strategic land use direction set out in the Council Plan and Municipal Strategic Statement.
<b>Strategic Planning</b>	Strategic Planning manages the Ballarat Planning Scheme and undertakes strategic land use planning to support growth and prosperity in the municipality. Strategic Planning also delivers services under Goals 1, 2 and 4.
<b>Sustainable Growth</b>	Sustainable Growth Development income includes the Developer Contributions Plan and associated expenses in its management.

### Goal 4 – A city that conserves and enhances our natural and built assets

Services	Service description
<b>Asset Management</b>	Asset Management includes the ongoing management and improvement of our Integrated Asset Management Framework including policy, asset strategy, asset plan, asset management plans and our asset management system. These Council assets include transport, open space, trees, drainage/stormwater and buildings.
<b>Construction</b>	The Construction team deliver minor capital work improvements including footpaths, drainage etc. Large capital works programs are procured through an open tender process with delivery managed via the Infrastructure Delivery team.
<b>Development and Growth</b>	Development and Growth provides leadership and support to our Economic Growth, Development Facilitation, Economic Growth, City Design, Regulatory Services and Visitor Economy teams. Development and Growth also delivers services under Goal 3.
<b>Development Engineering</b>	Development Engineering provide civil engineering services and approvals for new developments, as well as subdivision inspections, and support changes to existing infrastructure.

## Goal 4 – A city that conserves and enhances our natural and built assets

Services	Service description
<b>Heritage and Cultural Landscapes</b>	Heritage and Cultural Landscapes 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>Infrastructure</b>	Infrastructure comprises the delivery of renewal and upgrade projects to allow community freedom of movement and safe passage including roads, footpaths, bridges and drainage. Infrastructure also delivers services under Goal 2.
<b>Infrastructure Delivery</b>	The Infrastructure Delivery team support contractors to deliver new and renew existing infrastructure.
<b>Major Projects</b>	Major Projects achieve sustainable development through delivering key infrastructure projects that provide a high quality of life for a growing population. Major Projects also delivers services under Goals 2 and 5.
<b>Parks and Gardens</b>	Parks and Gardens provides horticultural maintenance to Ballarat's open space reserves. The service is broken up into seven key functional areas: the Botanical Gardens, sports grounds, arboriculture, city entrances, parks maintenance, and trails and waterways.
<b>Property Management</b>	Property Management manages and maintains Council's property portfolio including commercial and community tenanted buildings, public reserves, the Ballarat Airport and associated buildings, and two Council-owned caravan parks.
<b>Road Maintenance</b>	Road Maintenance is responsible for maintenance of the roads and road infrastructure throughout the municipality. This includes linemarking, signs, kerb and channelling, footpaths and bike paths.
<b>Survey and Design</b>	Survey and Design facilitates the delivery of Council's annual capital works program for roads and drainage projects by providing survey and design services. This enables Council to provide in-house construction plans and specifications for every individual capital project that is sent to open public tender.
<b>Traffic and Transport</b>	Traffic and Transport provides and facilitates traffic management, road safety initiatives, local area traffic management and public transport infrastructure planning/delivery. This includes identifying and applying for funding opportunities, particularly the Federal Black Spot Program to address eligible sites recorded crash histories.



## Goal 5 – A strong and innovative economy and city

Services	Service description
<b>Airport</b>	Ballarat Airport is a significant aviation facility servicing western Victoria. The airport is an important infrastructure, economic and social asset to Council and accommodates a wide mix of beneficial activities including aviation businesses, recreational aviation uses, community hubs and emergency services operation.
<b>Art Gallery of Ballarat</b>	Art Gallery of Ballarat is the oldest regional gallery in Australia, and manages a large collection of artworks, manages exhibitions, education programs and the gift shop. Art Gallery of Ballarat also delivers services under Goal 4.
<b>City Investment Attraction</b>	City Investment Attraction is responsible for bringing funding into the City, through both public or private organisations.
<b>Creative City</b>	Creative City supports activities through facilitation and engagement programs and the implementation of the Creative City Strategy.
<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. This unit includes support for the visitor economy.
<b>Eureka Centre</b>	The Eureka Centre explores the social history and cultural impact of the Victorian gold rush and honours the stories of the men and women involved in the Eureka rebellion. The Eureka Centre is home to the Eureka Flag.
<b>Mars Stadium</b>	Eureka Stadium (Mars Stadium) is the premier sporting venue in Ballarat and hosts events such as AFL, Rugby Union, A-League Soccer and other community events.
<b>Events</b>	Events delivers and supports a wide range of small and large civic, tourism, and community events and festivals. The events supported and delivered are selected based on the beneficial social outcomes that can be derived for the Ballarat community, as well as having a focus on the tourism and economic impact for the region.
<b>Her Majesty's Theatre and Civic Hall</b>	Her Majesty's Theatre is one of Australia's most iconic theatre buildings. The Civic Hall is a popular and adaptable event venue within the Ballarat CBD. Her Majesty's Theatre and Civic Hall are owned and managed by Council.
<b>Marketing</b>	Marketing provide significant support and campaigns to support the Ballarat tourism industry.
<b>Visitor Economy</b>	Council provides significant funding to support the Ballarat tourism industry within product development, industry development and research, identified as a priority sector within the Ballarat economy.

## Goal 6 – A council that provides leadership and advocates for its community

Services	Service description
<b>Advocacy</b>	Advocacy provides coordinated advocacy and lobbying to advance Council's strategic direction and attract funding for the delivery of key projects and policy.
<b>Animals</b>	Animal Management is a mandatory function of Council and is guided under the Domestic Animals Act. 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 management of the Ballarat Animal Shelter.
<b>Business Improvement</b>	Business Improvement uses innovation, data and insight to guide the evaluation of Council's existing systems and processes to identify, recommend and oversee implementation of improved methods of work, as well as driving a culture of innovation within Ballarat and continue to advance Ballarat as a smart city.
<b>Civic and Executive Services</b>	<p>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 the City of Ballarat, ensuring Council decisions are implemented, managing daily operations, and providing advice to Council.</p> <p>The Civic and Executive Service Unit includes effective and professional support to the Mayor and Councillors to undertake their civic responsibilities and the CEO in managing the organisation as well as the management and operations of the Ballarat Town Hall. This includes management of communication and correspondence, diary management, event coordination, stakeholder relationship management, membership management, management of civic receptions and citizenship ceremonies. Hall Keeping provides exceptional hospitality and customer service standards to staff, Councillors, customers, and community members using the Ballarat Town Hall.</p>
<b>Communications and Design</b>	<p>The Communications and Design Unit provides internal services to the organisation in the areas of strategic communications planning, branding strategy and design, social media and communications strategy, public relations and media. This service area is responsible for issues management advice and implementing key organisational communications to the Mayor, Councillors, CEO, directors, managers and staff.</p> <p>Communications and Design also deliver services under Goal 5.</p>
<b>Community Wellbeing</b>	<p>Community Wellbeing provides leadership and support for business units including Engaged Communities, Learning and Community Hubs, Ageing Well, Family and Children's Services, Arts and Tourism, Art Gallery of Ballarat and Communications and Marketing.</p> <p>Community Wellbeing also delivers services under Goal 6.</p>



## Goal 6 – A council that provides leadership and advocates for its community

Services	Service description
<b>Corporate Costs</b>	Corporate Costs provide for those income and expense streams that relate to the whole of organisation. During the 2021/22 and 2022/23 financial years we are reallocating these expenses into areas of responsibility.
<b>Corporate Services</b>	Corporate Services provide leadership and support to Customer Experience, Financial Services, Business Improvement, Information Services, Fleet Management, Revenue and Procurement, People and Culture, and Governance and Risk.
<b>Customer Experience</b>	Customer Experience seeks to assist community members, residents, ratepayers and visitors to engage with all Council services. Customer Experience 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. An increase in expenses is associated with filling vacant positions.
<b>Financial Services</b>	Financial Services is responsible for the administration of Council's financial resources. The service maintains appropriate controls over finances, providing advice to business units in their delivery of other services.
<b>Fleet Management</b>	Fleet Management is responsible for administering Council's plant and equipment.
<b>Governance and Risk</b>	Governance and Risk works collaboratively to deliver strategic and operational advice to Council, executive, managers and employees to support the broad range of Council services. 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>ICT Administration</b>	ICT Administration provides support to the Information Services teams and provides contract management for Councils applications.
<b>ICT Development</b>	ICT Development design and develop enhancements, integrations and automation to maximise investment of systems and data.
<b>ICT Operations</b>	ICT Operations is responsible for providing information, technology, and communications services to support a broad range of business functions to over 800 consumers and 26 sites.

## Goal 6 – A council that provides leadership and advocates for its community

Services	Service description
<b>Information Management</b>	Information Management support Council by ensuring the collection and ongoing management of the organisation's information is properly and securely managed.
<b>Infrastructure and Environment</b>	Infrastructure and Environment provides leadership and support to our Infrastructure, Operations, Property and Facilities Management, Waste and Environment and Major Projects services.
<b>Local Laws and Parking Enforcement</b>	Local Laws aims to protect the community and Council 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. Parking Enforcement ensure 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. Local Laws and Parking Enforcement also delivers services under Goal 4.
<b>Municipal Building Surveyor (MBS) and Building Services</b>	Building Services is required to fulfil Council's statutory role under the Building Act which includes investigating illegal building works, assessing applications for places of public entertainment permits, and essential safety management and emergency management support related to buildings.
<b>OHS and MySafety</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).
<b>Organisational Development</b>	Organisational Development and people innovation 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>Project Management Office</b>	The Project Management Office provides organisation-wide support for Project Management, particularly Major Projects.
<b>Regulatory Services</b>	Regulatory Services provides support to Local Laws and Parking Enforcement, Environmental Health, MBS and Building Services and the Animal Shelter.

## Goal 6 – A council that provides leadership and advocates for its community

Services	Service description
<b>Revenue and Procurement</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. Procurement coordinates tendering services for contracts in accordance with legislative requirements and Council's Procurement Policy.
<b>Risk and Insurance</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>Workplace Relations</b>	Workplace Relations 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.



# Service performance indicators

The following provides the results of the prescribed service performance indicators and measures and includes an explanation of the results.

## Liveability

### Aquatic Facilities – Service Performance Indicators

Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Service standard</b> <b>AF2 – Health inspections of aquatic facilities</b> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.29	1.14	0.57	0.43	2023 inspection focussed on major indoor aquatic facility.
<b>Utilisation</b> <b>AF6 – Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	4.42	1.87	3.88	5.83	Strong growth in visit numbers and swim school enrolments has seen this indicator back above pre-pandemic levels seen in 2020.
<b>Service cost</b> <b>AF7 – Cost of aquatic facilities</b> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$4.33	\$16.45	\$4.75	\$2.51	In 2023 strong growth in both the aquatic visit numbers and the income growth from patrons for membership packages, aquatic programs and casual swimming resulted in a significant improvement in this measure.

### Libraries – Service Performance Indicators

Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Utilisation</b> <b>LB1 – Library collection usage</b> [Number of library collection item loans / Number of library collection items]	4.00	3.54	3.96	3.94	No material change on data trend.
<b>Resource standard</b> <b>LB2 – Standard of library collection</b> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	65.97%	66.08%	69.32%	70.02%	Collection management practices are leading to an ongoing improvement in the resource standard.
<b>Participation</b> <b>LB4 – Active library borrowers in municipality</b> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	12.19%	11.25%	8.98%	9.41%	Membership levels are trending upwards toward pre-pandemic levels.
<b>Service cost</b> <b>LB5 – Cost of library service per population</b> [Direct cost of the library service / Population]	\$30.96	\$30.29	\$30.56	\$31.76	No material change on data trend.

## Maternal Child Health (MCH) – Service Performance Indicators

Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Service standard</b> <b>MC2 – Infant enrolments in the MCH service</b> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	102.80%	103.87%	103.97%	102.74%	This figure is greater than 100% due to families that reside outside the municipality that choose to attend the Ballarat Maternal and Child Health service. Data trend is consistent year to year.
<b>Service cost</b> <b>MC3 – Cost of the MCH service</b> [Cost of the MCH service / Hours worked by MCH nurses]	\$65.35	\$60.61	\$65.00	\$64.98	The cost of providing the Maternal and Child Health service has remained consistent over recent years.
<b>Participation</b> <b>MC4 – Participation in the MCH service</b> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	71.63%	71.83%	73.03%	71.96%	Out of the 5,295 participants enrolled, 3,810 attended the service at least once meaning participation level has remained consistent year to year.
<b>Participation</b> <b>MC5 – Participation in the MCH service by Aboriginal children</b> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	71.56%	72.10%	68.05%	74.06%	98 children attended the service at least once, of the 133 enrolled. Data trend has remained quite consistent year to year.
<b>Satisfaction</b> <b>MC6 – Participation in 4-week Key Age and Stage visit</b> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	96.57%	92.80%	100.46%	94.76%	Participation in 4-week Key Age and Stage visits has remained consistent over recent years.

## Sustainability

Animal Management – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Timeliness</b> <b>AM1 – Time taken to action animal management requests</b> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	3.95	7.24	5.74	4.66	Animal Management requests were addressed on an average of 4.66 days in 2023. This is an improvement from the previous reporting periods which is attributed to improved resourcing, improved processes and the absence of COVID impacts on the team.
<b>Service standard</b> <b>AM2 – Animals reclaimed</b> [Number of animals reclaimed / Number of animals collected] x100	37.33%	34.30%	20.59%	34.77%	Of the 2,580 animals brought into the shelter 897 were reclaimed. The overall total for animals brought into the shelter either reclaimed (AM2) or rehomed (AM5) remained above 94% which is similar to last financial years figures.
<b>Service standard</b> <b>AM5 - Animals rehomed</b> [Number of animals rehomed / Number of animals collected] x100	46.93%	57.48%	74.26%	59.26%	This indicator has reduced from the previous year, but is directly correlated with the increase in animals reclaimed. The shelter continues to see high demand for people wanting rescued pets, with 1,529 of the 2,580 animals brought into the shelter rehomed. This along with the 897 that were reclaimed (AM2) resulted in more than 94% of the animals either being rehomed or reclaimed.
<b>Service cost</b> <b>AM6 – Cost of animal management service per population</b> [Direct cost of the animal management service / Population]	\$18.92	\$16.08	\$16.69	\$20.79	Reflects higher operating costs in the current inflationary environment and in particular for the veterinary care and food costs for the animals. Due to the increase of numbers in the shelter, more staff were required to meet state legislative requirements (staff to animal ratio). This also informs the reason for escalated vet and food costs- more animals in need of vet care and more food required to feed the animal at the shelter.
<b>Health and safety</b> <b>AM7 – Animal management prosecutions</b> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	100%	88.89%	94.12%	16 of the 17 prosecution cases were successful in 2023, with the other being withdrawn.



## Food Safety – Service Performance Indicators

Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Timeliness</b> <b>FS1 – Time taken to action food complaints</b> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	3.21	3.66	4.31	4.37	All food complaints were assessed and prioritised based on risk and actioned accordingly.
<b>Service standard</b> <b>FS2 – Food safety assessments</b> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ] x100	101.86%	91.32%	77.94%	74.07%	Using existing resources the focus has been on assessing high risk food businesses and facilitating new business applications. Of the 142 new business applications received during the 2022 calendar year a small percentage required more than one new business inspection to achieve compliance with the Food Act prior to issuing a registration..
<b>Service cost</b> <b>FS3 – Cost of food safety service</b> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]	\$497.50	\$548.80	\$321.57	\$530.57	Cost increases were incurred to Councils Statutory food sampling program. Employee costs were also higher than 2022 due to the filling of previous vacancies.
<b>Health and safety</b> <b>FS4 - Critical and major non-compliance outcome notifications</b> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	94.25%	97.65%	93.46%	88.74%	205 of the 231 critical non-compliance outcome notifications were followed up in the period. Outstanding notifications will be followed up in 2024 as a priority matter.

## Sustainability

### Roads – Service Performance Indicators

Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Satisfaction of use</b> <b>R1 - Sealed local road requests</b> [Number of sealed local road requests / Kilometres of sealed local roads] x100	56.66	92.89	125.89	178.17	Council have been actively seeking more ways for the public to provide easier feedback via online applications about items requiring action.  Through these initiatives Council have seen the number of requests increase dramatically above what was historically received.
<b>Condition</b> <b>R2 - Sealed local roads maintained to condition standards</b> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.78%	99.78%	99.78%	99.60%	The road network is maintained as per the agreed level of service on an ongoing basis.
<b>Service cost</b> <b>R3 - Cost of sealed local road reconstruction</b> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$135.95	\$129.33	\$95.67	\$149.73	This indicator is impacted by the type of construction jobs completed, as different types of works will have significantly different cost per metre outcomes depending of factors such as size and complexity. The lower average meter rate in 2022 was due to a large scale job which saw a more economical overall rate able to be delivered.
<b>Service Cost</b> <b>R4 - Cost of sealed local road resealing</b> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.13	\$7.68	\$10.80	\$9.40	Cost associated with the completion of Annual Resealing program.
<b>Satisfaction</b> <b>R5 - Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	55.30	52.00	41.00	37.00	Combinations of inclement weather, increased traffic volumes and growth of the City have contributed to a deterioration in the condition of the sealed road network. This combination has contributed to a decrease in the community satisfaction for sealed roads.

## Waste collection – Service Performance Indicators

Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Satisfaction</b> <b>WC1 - Kerbside bin collection requests</b> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	201.29	211.72	218.97	202.65	Improving trend for this measure from the previous two financial years, with bin requests stable as the number of households increase.
<b>Service standard</b> <b>WC2 - Kerbside collection bins missed</b> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	11.40	11.47	10.48	9.50	Number of bins missed per ten thousand has remained fairly consistent, with a downward trend in recent years.
<b>Service cost</b> <b>WC3 - Cost of kerbside garbage bin collection service</b> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$118.57	\$123.01	\$145.32	\$152.63	The annual cost increase is due to the scheduled increases in the State Government EPA Levy, with vehicle running costs also significantly higher in 2023.
<b>Service cost</b> <b>WC4 - Cost of kerbside recyclables collection service</b> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$41.02	\$46.15	\$55.23	\$47.02	Higher costs recorded 2022 was due to Pass on Glass program costs being included in the cost of recycle collection, as it is not a kerbside service this should not have been included.
<b>Waste diversion</b> <b>WC5 - Kerbside collection waste diverted from landfill</b> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	43.07%	41.56%	41.47%	43.42%	Ballarat's recycling system changed in 2020, with separate glass collection through community collection points, this reduced the volume of material in kerbside recycling bins in subsequent years. Since this change there has been a steady improvement in the recycling practises of our community.



## Statutory Planning– Service Performance Indicators

Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Timeliness</b> <b>SP1 - Time taken to decide planning applications</b> [The median number of days between receipt of a planning application and a decision on the application]	69.00	59.00	72.00	107.00	In recent years there have 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. Whilst the area is now structured and resourced for more planning positions, recruitment challenges continue in this area that impact decision times. Noting that this is a state wide issue in the planning sector.
<b>Service standard</b> <b>SP2 - Planning applications decided within required time frames</b> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	65.48%	79.53%	56.23%	42.91%	The department is focusing on process improvement works in an effort to create consistency within the area which will lead to efficiencies in the future. Acknowledging recent recovery from under resourcing in the area together with a volume of large scale and complex planning applications has contributed to extended decision times.
<b>Service cost</b> <b>SP3 - Cost of statutory planning service</b> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,935.48	\$1,876.42	\$2,222.99	\$2,884.03	The increase to the cost of planning services is due to multiple factors. The primary being strong recruitment into previously vacant positions and more resourcing directed to this area to address an increasing volume of work due to application complexity and growth.
<b>Decision making</b> <b>SP4 - Council planning decisions upheld at VCAT</b> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	75.00%	100.00%	100.00%	54.55%	Of the 11 planning decisions escalated to VCAT during the period, 5 were set aside and 6 were supported. Although the success rate at VCAT has reduced, this is largely due to the increasing complexity and volume of applications being heard at the Tribunal. This aligns with the City's growing population.



# Annual Financial Report

For the year ended 30 June 2023

SUBJECT TO  
AUDIT APPROVAL

# Annual Financial Report

for the year ended 30 June 2023

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for the year ended 30 June 2023

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# Annual Financial Report

for the year ended 30 June 2023

## Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

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Jason Clissold CPA

**Principal Accounting Officer**

**Dated:** 20 October 2023

Ballarat

In our opinion, the accompanying financial statements present fairly the financial transactions of City of Ballarat for the year ended 30 June 2023 and the financial position of the Council as at that date.

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 2020* to certify the financial statements in their final form.

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Cr Des Hudson

**Mayor**

**Dated:** 20 October 2023

Ballarat

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Cr Amy Johnson

**Deputy Mayor**

**Dated:** 20 October 2023

Ballarat

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Evan King

**Chief Executive Officer**

**Dated:** 20 October 2023

Ballarat

## Annual Financial Report for the year ended 30 June 2023

### Victorian Auditor-General's Office Report

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Insert VAGO Report here

SUBJECT TO  
AUDIT APPROVAL



Annual Financial Report  
for the year ended 30 June 2023

Victorian Auditor-General's Office Report (continued)

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Insert VAGO Report here

SUBJECT TO  
AUDIT APPROVAL

## Comprehensive Income Statement

for the year ended 30 June 2023

	Notes	2023 \$ '000	2022 \$ '000
<b>Income / Revenue</b>			
Rates and charges	3.1	143,060	135,370
Statutory fees and fines	3.2	7,987	7,111
User fees	3.3	22,218	20,921
Grants - operating	3.4	34,493	32,273
Grants - capital	3.4	17,795	24,559
Contributions - monetary	3.5	9,365	16,240
Contributions - non monetary	3.5	45,105	31,810
Net gain on disposal of property, infrastructure, plant and equipment	3.6	463	911
Other income	3.7	8,735	4,144
<b>Total income / revenue</b>		<b>289,221</b>	<b>273,339</b>
<b>Expenses</b>			
Employee costs	4.1	75,203	65,759
Materials and services	4.2	84,328	76,268
Depreciation	4.3	43,145	42,384
Amortisation - Intangible assets	4.4	1,502	774
Amortisation - Right of use assets	4.5	398	583
Bad and doubtful debts - allowance for impairment losses	4.6	3,079	737
Borrowing costs	4.7	1,356	1,563
Finance Costs - Leases	4.8	43	56
Revaluation decrement of IPP&E	6.1	13,322	—
Fair value decrement on investment properties	6.2	699	—
Other expenses	4.9	2,229	11,009
<b>Total expenses</b>		<b>225,304</b>	<b>199,133</b>
<b>Surplus for the year</b>		<b>63,917</b>	<b>74,206</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)	9.1	(102,561)	132,147
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>(102,561)</b>	<b>132,147</b>
<b>Total other comprehensive income</b>		<b>(102,561)</b>	<b>132,147</b>
<b>Total comprehensive result</b>		<b>(38,644)</b>	<b>206,353</b>

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

## Balance Sheet

as at 30 June 2023

	Notes	2023 \$ '000	2022 \$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	34,142	20,533
Trade and other receivables	5.1	18,472	14,548
Other financial assets	5.1	129,502	148,002
Inventories	5.2	690	435
Other assets	5.2	3,021	1,743
<b>Total current assets</b>		<b>185,827</b>	<b>185,261</b>
<b>Non-current assets</b>			
Property, infrastructure, plant and equipment	6.1	2,153,556	2,206,835
Investment property	6.2	15,610	–
Intangible assets	5.2	886	2,387
Right-of-use assets	5.8(a)	697	1,095
<b>Total non-current assets</b>		<b>2,170,749</b>	<b>2,210,317</b>
<b>Total assets</b>		<b>2,356,576</b>	<b>2,395,578</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	22,057	13,718
Trust funds and deposits	5.3	16,108	16,205
Unearned income/revenue	5.3	15,092	20,845
Provisions	5.5	21,610	23,058
Interest-bearing liabilities	5.4	3,053	4,692
Lease liabilities	5.8(b)	420	401
<b>Total current liabilities</b>		<b>78,340</b>	<b>78,919</b>
<b>Non-current liabilities</b>			
Provisions	5.5	19,062	15,368
Interest-bearing liabilities	5.4	27,995	31,048
Lease liabilities	5.8(b)	332	752
<b>Total non-current liabilities</b>		<b>47,389</b>	<b>47,168</b>
<b>Total liabilities</b>		<b>125,729</b>	<b>126,087</b>
<b>Net assets</b>		<b>2,230,847</b>	<b>2,269,491</b>
<b>Equity</b>			
Accumulated surplus		1,412,971	1,350,312
Reserves	9.1	817,876	919,179
<b>Total Equity</b>		<b>2,230,847</b>	<b>2,269,491</b>

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



## Statement of Changes in Equity

for the year ended 30 June 2023

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
<b>2023</b>					
Balance at beginning of the financial year		2,269,491	1,350,312	880,215	38,964
Adjusted opening balance		2,269,491	1,350,312	880,215	38,964
Surplus for the year		63,917	63,917	—	—
Net asset revaluation increment/(decrement)	9.1	(102,561)	—	(102,561)	—
Transfers to other reserves	9.1	—	(16,629)	—	16,629
Transfer from other reserves	9.1	—	15,371	—	(15,371)
Balance at end of the financial year		2,230,847	1,412,971	777,654	40,222
<b>2022</b>					
Balance at beginning of the financial year		2,063,039	1,295,969	748,068	19,002
Found assets	11.1	99	99	—	—
Adjusted opening balance		2,063,138	1,296,068	748,068	19,002
Surplus for the year		74,206	74,206	—	—
Net asset revaluation increment/(decrement)	9.1	132,147	—	132,147	—
Transfers to other reserves	9.1	—	2,556	—	(2,556)
Transfer from other reserves	9.1	—	(22,518)	—	22,518
Balance at end of the financial year		2,269,491	1,350,312	880,215	38,964

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

# Statement of Cash Flows

for the year ended 30 June 2023

		2023 Inflows/ (Outflows) \$ '000	2022 Inflows/ (Outflows) \$ '000
	Notes		
<b>Cash flows from operating activities</b>			
Rates and charges		140,515	135,797
Statutory fees and fines		7,131	7,111
User fees		24,307	22,707
Grants - operating		35,639	33,849
Grants - capital		7,808	19,089
Contributions - monetary		9,436	16,240
Interest received		4,802	759
Trust funds and deposits taken		46,383	44,598
Other receipts		2,833	1,684
Net GST refund		11,019	9,378
Employee costs		(72,688)	(65,878)
Materials and services		(91,330)	(87,543)
Short-term, low value and variable lease payments		(538)	(221)
Trust funds and deposits repaid		(46,480)	(42,531)
Other payments		(745)	(2,019)
<b>Net cash provided by operating activities</b>	9.2	<b>78,092</b>	<b>93,020</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.1	(76,675)	(62,493)
Proceeds from sale of property, infrastructure, plant and equipment		883	936
Payments for investments		(322,717)	(347,800)
Proceeds from sale of investments		340,518	337,822
<b>Net cash used in investing activities</b>		<b>(57,991)</b>	<b>(71,535)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(1,356)	(1,563)
Repayment of borrowings		(4,692)	(4,480)
Interest paid - lease liability		(43)	(56)
Repayment of lease liabilities		(401)	(457)
<b>Net cash used in financing activities</b>		<b>(6,492)</b>	<b>(6,556)</b>
<b>Net increase in cash and cash equivalents</b>		<b>13,609</b>	<b>14,929</b>
Cash and cash equivalents at the beginning of the financial year	5.1a	20,533	5,604
<b>Cash and cash equivalents at the end of the financial year</b>		<b>34,142</b>	<b>20,533</b>
Financing arrangements	5.6	35,548	41,239

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

## Statement of Capital Works

for the year ended 30 June 2023

	2023 \$ '000	2022 \$ '000
<b>Property</b>		
Land	4,750	217
Land improvements	86	116
<b>Total land</b>	<b>4,836</b>	<b>333</b>
Buildings	4	44
Heritage buildings	2,332	3,017
Building improvements	5,891	15,813
<b>Total buildings</b>	<b>8,227</b>	<b>18,874</b>
<b>Total property</b>	<b>13,063</b>	<b>19,207</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	2,136	4,989
Fixtures, fittings and furniture	51	176
Computers and telecommunications	1,261	953
Library books	386	384
Artworks	188	264
<b>Total plant and equipment</b>	<b>4,022</b>	<b>6,766</b>
<b>Infrastructure</b>		
Roads	17,059	17,296
Bridges	54	53
Footpaths and cycleways	6,191	2,903
Drainage	1,953	650
Recreational, leisure and community facilities	18,810	9,345
Waste management	6,317	1,393
Parks, open space and streetscapes	3,301	1,184
Aerodromes	5,862	572
Off street car parks	741	2,358
Other infrastructure	–	763
<b>Total infrastructure</b>	<b>60,288</b>	<b>36,517</b>
<b>Total capital works expenditure</b>	<b>77,373</b>	<b>62,490</b>
<b>Represented by:</b>		
New asset expenditure	34,323	14,878
Asset renewal expenditure	25,515	34,282
Asset expansion expenditure	–	–
Asset upgrade expenditure	17,535	13,330
<b>Total capital works expenditure</b>	<b>77,373</b>	<b>62,490</b>

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



# Notes to the Financial Statements

for the year ended 30 June 2023

## Note 1. 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).

### 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 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

### Significant accounting policies

#### 1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, 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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable
- other areas requiring judgements

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 1. Overview (continued)

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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)**

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

#### **1.2 Impact of Covid-19**

##### **Impact of Covid-19**

The financial statements have been prepared including any remaining impact from Covid-19 as this is now considered part of normal operations.

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## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2. Analysis of our results

#### Note 2.1 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 2020* requires explanation of any material variances. Council has adopted a materiality threshold of greater than 10 percent and at least \$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 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

	Budget 2023 \$ '000	Actual 2023 \$ '000	Variance \$ '000	Variance %	Ref
<b>2.1.1 Income / Revenue and expenditure</b>					
<b>Income / Revenue</b>					
Rates and charges	142,027	143,060	1,033	0.73%	1
Statutory fees and fines	6,278	7,987	1,709	27.22%	2
User fees	22,403	22,218	(185)	(0.83)%	
Grants - operating	27,344	34,493	7,149	26.14%	3
Grants - capital	18,441	17,795	(646)	(3.50)%	4
Contributions - monetary	14,330	9,365	(4,965)	(34.65)%	5
Contributions - non monetary	34,473	45,105	10,632	30.84%	6
Net gain on disposal of property, infrastructure, plant and equipment	2,703	463	(2,240)	(82.87)%	7
Other income	2,494	8,735	6,241	250.24%	8
<b>Total income / revenue</b>	<b>270,493</b>	<b>289,221</b>	<b>18,728</b>	<b>6.92%</b>	
<b>Expenses</b>					
Employee costs	78,199	75,203	2,996	3.83%	9
Materials and services	88,530	84,328	4,202	4.75%	10
Depreciation	40,969	43,145	(2,176)	(5.31)%	11
Amortisation - intangible assets	—	1,502	(1,502)	∞	12
Amortisation - right of use assets	—	398	(398)	∞	13
Bad and doubtful debts - allowance for impairment losses	568	3,079	(2,511)	(442.08)%	14
Borrowing costs	1,390	1,356	34	2.45%	
Finance costs - leases	—	43	(43)	∞	15
Revaluation decrement of IPP&E	—	13,322	(13,322)	∞	
Fair value decrement on investment properties	—	699	(699)	∞	16
Other expenses	724	2,229	(1,505)	(207.87)%	17
<b>Total expenses</b>	<b>210,380</b>	<b>225,304</b>	<b>(14,924)</b>	<b>(7.09)%</b>	
<b>Surplus for the year</b>	<b>60,113</b>	<b>63,917</b>	<b>3,804</b>	<b>6.33%</b>	



# Notes to the Financial Statements

for the year ended 30 June 2023

## Note 2.1 Performance against budget (continued)

### (i) Explanation of material variations

Variance Ref	Explanation
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1. **Rates and charges** - Exceeded budget primarily due to a greater number of supplementary assessments and service charges than expected.
2. **Statutory Fees and Fines** - Income from parking fines was \$1.76 million higher than budget. Budget assumptions were conservatively based at the time due to the uncertain post COVID-19 environment.
3. **Operating Grants** - This variance is primarily due to receiving an additional \$5.4 million of Federal Assistance Grants compared to budget. These funds are untied and relate to Council's 2024 allocation, paid in advance in 2023. There was also additional childcare subsidy received (based on enrolments). Operating grants of \$4.4 million were recognised as Unearned Income on Council's Balance Sheet at 30 June 2023 rather than income. They were received during the 2023 financial year but were unable to be recognised as income according to Australian Accounting Standards, due to the funded projects having unfulfilled performance obligations.
4. **Capital Grants** - There is a requirement to recognise some grants as Unearned Income on Council's Balance Sheet at 30 June 2023 rather than income. Grants received during the financial year that have outstanding performance obligations (still in progress), are unable to be recognised as income according to Australian Accounting Standards. The net movement of such grants was \$7.2 million from last financial year (2022 \$17.6 million, \$10.4 million).
5. **Contributions Monetary** - These primarily relate to cash payments from developers, receipts for Development Infrastructure Levies were \$3.9 million lower than budgeted, while payments for Open Space and Community Infrastructure Levies were \$1.3 million lower than budget. This is a timing variance only and does not reflect a permanent shortfall in income.
6. **Contributions Non-monetary** - Additional assets contributed from subdivisional works across the City. This positive variance relates to the timing of projects.
7. **Net gain on disposal of property, infrastructure, plant and equipment** - The budget assumed the sale of four parcels of land. Only one of these sales occurred in 2023 with the remaining three planned to be sold in future years.
8. **Other Income** - This variance relates to interest income driven by the large interest rate increases during 2023, which were not forecast at the time of preparing the budget. Cash balances held are also higher than expected primarily due to the level of capital works delivered compared to budget. There were also operating savings from the adopted budget.
9. **Employee Costs** - The savings in employee costs reflect the ongoing challenges with recruiting qualified and experienced staff to full position capacity. In addition to the level of vacant positions, Council's Workcover premium was \$793,000 less than budget.
10. **Materials and Services** - Within Contractors expense there were several projects with significant underspends driving the total variance to budget, Business Improvement Projects were \$2.3 million under budget. This is largely a timing difference with \$1.95 million required to deliver these projects in 2024. The EPA levy for 2023 was also favourable to budget by \$1.5 million, while a \$970,000 provision was included for Passive Open Space Contributions which was not utilised.
11. **Depreciation** - The budget for depreciation was set prior to the conclusion of calculations for the 2022 financial year. Depreciation expense is consistent with historical depreciation amounts and additional assets.
12. **Amortisation - intangible assets** - This relates to amortisation of landfill airspace which was not budgeted for.
13. **Amortisation - right of use assets** - This relates to amortisation of leased assets which was not budgeted for.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2.1 Performance against budget (continued)

14. **Bad and Doubtful Debts** - Increase in provision required after detailed analysis of long term outstanding parking infringements.
15. **Finance costs - leases** - This relates to calculated amounts for financing costs under AASB16 for leased assets which was not budgeted for.
16. **Fair value decrement on investment properties** - This relates to the movement in value of investment properties from 2022. This was not known at the time of preparing the budget.
17. **Other expenses** - Variance relates to \$13 million in asset revaluation decreases beyond the amounts available within the respective reserves for carparks and recreation and leisure assets, as well as an increase of \$1.5 million in the rehabilitation provision for landfills.

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## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2.1 Performance against budget (continued)

	Budget 2023 \$ '000	Actual 2023 \$ '000	Variance \$ '000	Variance %	Ref
<b>2.1.2 Capital works</b>					
<b>Property</b>					
Land	—	4,750	4,750	∞	1
Land improvements	200	86	(114)	(57.00)%	
<b>Total land</b>	<b>200</b>	<b>4,836</b>	<b>4,636</b>	<b>2,318.00%</b>	
Buildings	12,400	4	(12,396)	(99.97)%	2
Heritage buildings	9,281	2,332	(6,949)	(74.87)%	3
Building improvements	5,303	5,891	588	11.09%	4
<b>Total buildings</b>	<b>26,984</b>	<b>8,227</b>	<b>(18,757)</b>	<b>(69.51)%</b>	
<b>Total property</b>	<b>27,184</b>	<b>13,063</b>	<b>(14,121)</b>	<b>(51.95)%</b>	
<b>Plant and equipment</b>					
Plant, machinery and equipment	4,966	2,136	(2,830)	(56.99)%	5
Fixtures, fittings and furniture	68	51	(17)	(25.00)%	
Computers and telecommunications	2,346	1,261	(1,085)	(46.25)%	6
Library books	428	386	(42)	(9.81)%	
Artworks	—	188	188	∞	7
<b>Total plant and equipment</b>	<b>7,808</b>	<b>4,022</b>	<b>(3,786)</b>	<b>(48.49)%</b>	
<b>Infrastructure</b>					
Roads	35,308	17,059	(18,249)	(51.69)%	8
Bridges	527	54	(473)	(89.75)%	
Footpaths and cycleways	800	6,191	5,391	673.88%	9
Drainage	4,695	1,953	(2,742)	(58.40)%	10
Recreational, leisure and community facilities	16,395	18,810	2,415	14.73%	11
Waste management	7,359	6,317	(1,042)	(14.16)%	12
Parks, open space and streetscapes	7,827	3,301	(4,526)	(57.83)%	13
Aerodromes	11,304	5,862	(5,442)	(48.14)%	14
Off street car parks	749	741	(8)	(1.07)%	
Other infrastructure	7,401	—	(7,401)	(100.00)%	15
<b>Total infrastructure</b>	<b>92,365</b>	<b>60,288</b>	<b>(32,077)</b>	<b>(34.73)%</b>	
<b>Total capital works expenditure</b>	<b>127,357</b>	<b>77,373</b>	<b>(49,984)</b>	<b>(39.25)%</b>	
<b>Represented by:</b>					
New asset expenditure	61,955	34,323	(27,632)	(44.60)%	
Asset renewal expenditure	42,862	25,515	(17,347)	(40.47)%	
Asset expansion expenditure	—	—	—	∞	
Asset upgrade expenditure	22,540	17,535	(5,005)	(22.20)%	
<b>Total capital works expenditure</b>	<b>127,357</b>	<b>77,373</b>	<b>(49,984)</b>	<b>(39.25)%</b>	



## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2.1 Performance against budget (continued)

#### (i) Explanation of material variations

Variance Ref	Explanation
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1. **Land** - The \$4.75 million land purchase relates to a timing issue. The purchase was budgeted for in the 2022 budget.
2. **Buildings** - The positive variance to budget is the result of many building projects remaining as work in progress and not complete in 2023. The major building projects in progress are Central Library \$6.7 million, Community Infrastructure \$5.6 million (includes Sebastopol and Alfredton Community hubs), and Kindergarten works at a number of sites, most notably Rowan View.
3. **Heritage Buildings** - This variance relates to the timing of work completed on Her Majesty's Theatre upgrade which is ongoing and expected to be complete in the 2024 year.
4. **Building Improvements** - The primary variance relates to budgeted facilities upgrades, with delivery of various projects such as Caravan Park amenities upgrades and renewal works at various sporting ground pavilions deferred to 2024. Major planned works for Art Gallery Lighting and Sebastopol South Kinder refurbishment have also seen timing delays in completion of works.
5. **Plant, machinery and equipment** - The ability to source vehicles and plant has been challenging with long wait and delivery lead times for Waste fleet and general fleet and plant machinery items. This is a timing issue with many items currently on order that will be received in 2024 or 2025.
6. **Computers and telecommunications** - Due to other urgent projects, there have been some delays in delivering projects such as refreshes of network and other computer infrastructure.
7. **Artworks** - This relates to purchases of artworks on behalf of Art Gallery of Ballarat Ltd for which Council receives reimbursement.
8. **Roads** - \$15 million of the 2023 budget related to delivery of infrastructure under the Developer Contributions Plan, with only \$4.6 million spent. There is \$1.2 million of Road Infrastructure renewal that will be delivered in 2024, including Havelock Street and Ripon Street.
9. **Footpaths and cycleways** - Footpaths and cycleways have exceeded budget primarily due to \$2 million of 2021/22 budgeted projects being delivered in 2022/23 and unbudgeted funding received to support the delivery of Learmonth Road and Sturt Street cycle paths.
10. **Drainage** - Charlesworth Street retarding basin (\$2.5 million) remains a work in progress and will be delivered in 2024.
11. **Recreational, leisure and community facilities** - This additional expenditure primarily relates to \$2.1 million of 2021/22 budget projects being delivered in 2022/23. This included \$874 thousand relating to the completion of Victoria Park Redevelopment and \$495 thousand for the North Ballarat Netball Changerooms.
12. **Waste management** - The Waste Management capital budget allowed \$4.6 million for a Community and Industry Recycle Centre, however this project was not delivered in 2023. Actual costs in 2023 were for construction of a new cell at the landfill site (\$5.6 million), which exceeded the initial budget estimate.
13. **Parks, open space and streetscapes** - This variance primarily relates to the timing of projects, with the major project in this category (Spotlight on Sebastopol) representing \$2.9 million of this variance which will be delivered in future years. Other 2023 budgeted projects to be delivered in 2024 and beyond include Open Space works, Botanical Gardens irrigation renewal, Elevating Integrated Water Management, and Fernery Landscaping.
14. **Aerodromes** - The budget for the airport Runway upgrade assumed a certain level of government funding. Now government funding has been finalised, along with Council's contribution, this project has been reduced accordingly. Timing has also contributed to this favourable variance, with \$2.1 million to be delivered in 2024.
15. **Other Infrastructure** - The category of Other Infrastructure has been discontinued during 2023 financial year and items allocated to more appropriate categories. This major budget item for Other Infrastructure

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2.1 Performance against budget (continued)

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relates to the Bridge Mall Redevelopment with \$6 million budget. This project has experienced timing delays and delivery will be completed in 2024. The work to date is recognised in Building Improvements.

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## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2.2 Analysis of Council results by program

#### 2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

##### Corporate 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, governance and risk services, people and culture services, as well as customer services.

##### Community Wellbeing

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, library services, youth services, cultural diversity, learning and community hubs and the provision of recreational facilities.

In June 2023, Art Gallery of Ballarat, Her Majesty's Theatre, Eureka Centre, Arts and Events were realigned to the new directorate Economy and Experience.

##### Development and Growth

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

In June 2023, Visitor Economy, Marketing and Economic Growth were realigned to the new directorate Economy and Experience.

##### Economy, Experience and Commonwealth Games\*

This new directorate was established in June 2023. The new directorate incorporated the addition of a new business unit for the Commonwealth Games\* as well as business units realigned from the Community Wellbeing and Development and Growth directorates.

The directorate is responsible for Ballarat's economic development, visitor economy, arts, events, experiences and attractions including Her Majesty's Theatre, Art Gallery of Ballarat and Eureka Centre and aims to provide a focused and coordinated approach to attracting ongoing investment to, and revitalisation of, Ballarat.

##### Infrastructure and Environment

Infrastructure and Environment is 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 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 includes civic support, communications and design, as well as advocacy.

(\*) On 18 July 2023 the Premier of Victoria announced that the State of Victoria would no longer be hosting the 2026 Commonwealth Games and the Directorate has since been renamed to Economy and Experience. It will however continue to have a focus on the State Government funded legacy projects that will still be delivered in Ballarat.



## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2.2 Analysis of Council results by program (continued)

#### 2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
<b>2023</b>					
Corporate Services	170,909	83,331	87,578	21,198	881,095
Community Wellbeing *	23,651	35,986	(12,335)	14,709	70,850
Development and Growth *	64,655	18,595	46,060	1,447	—
Economy, Experience and Commonwealth Games <sup>*,^</sup>	2,746	16,707	(13,961)	505	124,464
Infrastructure and Environment	27,254	66,876	(39,622)	14,429	1,280,167
Office of the Chief Executive Officer	5	3,808	(3,803)	—	—
<b>Total functions and activities</b>	<b>289,220</b>	<b>225,303</b>	<b>63,917</b>	<b>52,288</b>	<b>2,356,576</b>
<b>2022</b>					
Corporate Services	157,555	75,359	82,196	20,199	869,318
Community Wellbeing *	22,333	30,634	(8,301)	14,576	49,064
Development and Growth *	56,708	14,523	42,185	1,078	—
Economy, Experience and Commonwealth Games <sup>*,^</sup>	2,083	14,151	(12,068)	679	101,035
Infrastructure and Environment	34,645	61,078	(26,433)	20,285	1,376,161
Office of the Chief Executive Officer	15	3,388	(3,373)	15	—
<b>Total functions and activities</b>	<b>273,339</b>	<b>199,133</b>	<b>74,206</b>	<b>56,832</b>	<b>2,395,578</b>

(\*) The comparatives for these Directorates have been restated to align with the structure in place at 30 June 2023 to improve comparability.

(^\*) On 18 July 2023 the Premier of Victoria announced that the State of Victoria would no longer be hosting the 2026 Commonwealth Games and the Directorate has since been renamed to Economy and Experience. It will however continue to have a focus on the State Government funded legacy projects that will still be delivered in Ballarat.

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
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#### 3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and any capital improvements, such as buildings.

The valuation base used to calculate general rates for 2023 was \$33,893 million (2022: \$26,112 million).

General rates	117,557	111,791
Waste management charge	25,288	23,300
Special rates and charges	148	148
Interest on rates and charges	—	(1)
Revenue in lieu of rates	69	132
Other	(2)	—
<b>Total rates and charges</b>	<b>143,060</b>	<b>135,370</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2023, and the valuation will be first applied in the rating year commencing 1 July 2023.

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.

	2023 \$ '000	2022 \$ '000
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#### 3.2 Statutory fees and fines

Infringements and costs	2,972	2,178
Town planning fees and certificates	1,346	1,438
Subdivision supervision and certification fees	1,345	1,329
Land information certificates	165	183
Dog and cat registrations and fines	904	913
Health licences and fees	714	404
Local law permits	541	666
<b>Total statutory fees and fines</b>	<b>7,987</b>	<b>7,111</b>

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

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>3.3 User fees</b>		
Aged services fees	358	348
Child care centres and kindergartens	1,042	1,033
Parking	2,223	1,621
Art Gallery of Ballarat	568	355
Ballarat Aquatic and Lifestyle Centre	4,893	3,299
Family day care	70	102
Her Majesty's Theatre	468	381
Landfill operations	6,812	7,850
Library services	1,134	1,044
Animal Shelter	339	294
Meals on wheels	491	540
Recreation income	369	537
Transfer station	1,284	1,178
Building Fees & Permits	864	998
Eureka Centre	290	135
Other	1,013	1,206
<b>Total user fees</b>	<b>22,218</b>	<b>20,921</b>
<b>User fees by timing of revenue recognition</b>		
User fees recognised over time	1,769	1,143
User fees recognised at a point in time	20,449	19,778
<b>Total user fees</b>	<b>22,218</b>	<b>20,921</b>

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



## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>3.4 Funding from other levels of government</b>		
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	30,694	32,185
State funded grants	21,592	24,642
Other - Municipal Association of Victoria	2	4
Other - Royal Society of Victoria	–	1
<b>Total grants received</b>	<b>52,288</b>	<b>56,832</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants	21,128	20,199
Aged care	3,853	4,136
Child and family day care	2,434	2,480
<b>Recurrent - State Government</b>		
Aged care	725	663
School crossing supervisors	502	420
Libraries	731	723
Maternal and child health	995	909
Community safety	60	73
Arts	277	159
Child and family day care	1,758	1,630
Environment	25	25
Other	206	126
<b>Total recurrent operating grants</b>	<b>32,694</b>	<b>31,543</b>
<b>Non-recurrent - Commonwealth Government</b>		
Recreation	–	30
Tourism	10	–
<b>Non-recurrent - State Government</b>		
Maternal and child health	149	18
Arts	72	163
Community Activation	175	–
School Crossings	4	–
Libraries	–	47
Environment	382	–
Aged Care	13	–
Recreation	–	14
Community Safety	516	271
Child and Family Day Care	182	10
Other	294	172
<b>Non-recurrent - Other</b>		
Other	2	5
<b>Total non-recurrent operating grants</b>	<b>1,799</b>	<b>730</b>
<b>Total operating grants</b>	<b>34,493</b>	<b>32,273</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads	1,372	5,337
<b>Recurrent - State Government</b>		
Libraries	16	16
<b>Total recurrent capital grants</b>	<b>1,388</b>	<b>5,353</b>
<b>Non-recurrent - Commonwealth Government</b>		
Roads	748	—
Major Infrastructure	1,149	—
Other	—	3
<b>Non-recurrent - State Government</b>		
Buildings	1,299	13
Recreation	9,815	15,290
Roads	40	1,072
Libraries	145	205
Community Activation	1,368	538
Streetscape	1,032	577
Parking	741	1,203
Environment	52	—
Other	18	305
<b>Total non-recurrent capital grants</b>	<b>16,407</b>	<b>19,206</b>
<b>Total capital grants</b>	<b>17,795</b>	<b>24,559</b>

### (c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

#### Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	21,128	20,922
Specific purpose grants to acquire non-financial assets	17,794	24,559
<b>Revenue recognised under AASB 15 Revenue from Contracts with Customers</b>		
Specific purpose grants	13,366	11,351
	<b>52,288</b>	<b>56,832</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>(d) Unspent grants received on condition that they be spent in a specific manner:</b>		
<b>Operating</b>		
Balance at start of year	3,313	1,935
Received during the financial year and remained unspent at balance date	2,615	2,816
Received in prior years and spent during the financial year	(1,536)	(1,438)
<b>Balance at year end</b>	<b>4,392</b>	<b>3,313</b>
<b>Capital</b>		
Balance at start of year	17,344	23,916
Received during the financial year and remained unspent at balance date	3,165	8,394
Received in prior years and spent during the financial year	(10,131)	(14,966)
<b>Balance at year end</b>	<b>10,378</b>	<b>17,344</b>

Unspent grants are determined and disclosed on a cash basis.



## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
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#### 3.5 Contributions

Monetary	9,365	16,240
Non-monetary	45,105	31,810
<b>Total contributions</b>	<b>54,470</b>	<b>48,050</b>

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

Land	1,810	892
Roads	11,480	10,817
Other infrastructure	—	8
Artworks	448	262
Drainage	21,885	15,363
Footpaths	4,070	2,465
Land under roads	5,412	1,909
Recreation, leisure and community	—	94
<b>Total non-monetary contributions</b>	<b>45,105</b>	<b>31,810</b>

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

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
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#### 3.6 Net gain on disposal of property, infrastructure, plant and equipment

Proceeds of sale	883	936
Written down value of assets disposed	(420)	(25)
<b>Total net gain on disposal of property, infrastructure, plant and equipment</b>	<b>463</b>	<b>911</b>

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

	2023 \$ '000	2022 \$ '000
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#### 3.7 Other income

Interest	6,122	759
Property rentals	1,741	1,296
Reimbursements, recoveries and rebates *	718	2,088
Other	154	1
<b>Total other income</b>	<b>8,735</b>	<b>4,144</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.

(\*) For 2022 this includes one-off rebates of \$1.19m for energy efficient LED lighting upgrades installed.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 4. The cost of delivering services

	2023 \$ '000	2022 \$ '000
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#### 4.1 Employee costs

##### (a) Employee costs

Wages and salaries	62,066	55,028
WorkCover	969	758
Casual staff	4,640	3,278
Superannuation	6,619	5,860
Fringe benefits tax	125	78
Other overheads and related costs	784	757
<b>Total employee costs</b>	<b>75,203</b>	<b>65,759</b>

##### (b) Superannuation

Council made contributions to the following funds:

##### Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	386	398
	<b>386</b>	<b>398</b>

Employer contributions payable at reporting date	–	–
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##### Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,629	2,874
Employer contributions - other funds	2,827	2,804
	<b>5,456</b>	<b>5,678</b>

Employer contributions payable at reporting date	771	–
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Contributions made exclude amounts accrued at balance date. Refer to Note 9.3. for further information relating to Council's superannuation obligations.



## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>4.2 Materials and services</b>		
Building maintenance	2,736	2,618
General maintenance	10,776	9,108
Utilities	7,086	6,017
Office administration	11,024	9,196
Information technology	4,168	3,579
Insurance	2,222	2,019
Consultants	368	929
Contract payments		
- Active ageing	1,928	1,627
- Communications and marketing	46	134
- Development and planning	2,550	4,370
- Economic partnerships	1,502	849
- Engaged communities	467	500
- Environmental services	17,451	16,065
- Events and the arts	2,943	2,952
- Family and children's services	602	703
- Governance and corporate services	512	516
- Information services	1,371	893
- Parks and gardens	6,373	6,089
- Property and facilities management	1,431	1,258
- Recreation	1,181	605
- Regulatory services	174	190
- Road maintenance	3,415	2,512
Repayment of grant funds	–	128
Other	4,002	3,411
<b>Total materials and services</b>	<b>84,328</b>	<b>76,268</b>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>4.3 Depreciation</b>		
<b>Property</b>		
Land improvements	332	212
Heritage buildings	1,034	1,298
Buildings - non specialised	4,944	4,621
Building improvements	230	166
<b>Total depreciation - property</b>	<b>6,540</b>	<b>6,297</b>
<b>Plant and equipment</b>		
Plant machinery and equipment	3,456	3,282
Fixtures fittings and furniture	203	189
Computers and telecommunications	821	876
Library books	479	440
<b>Total depreciation - plant and equipment</b>	<b>4,959</b>	<b>4,787</b>
<b>Infrastructure</b>		
Roads	16,616	17,992
Bridges	764	778
Footpaths and cycleways	2,037	2,371
Drainage	4,339	3,693
Recreational, leisure and community	3,592	2,768
Waste management	3,968	1,351
Parks open spaces and streetscapes	141	104
Off street car parks	189	184
Other infrastructure *	—	2,059
<b>Total depreciation - infrastructure</b>	<b>31,646</b>	<b>31,300</b>
<b>Total depreciation</b>	<b>43,145</b>	<b>42,384</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.

(\*) Other infrastructure assets were reallocated to other asset categories as at 1 July 2022 therefore no depreciation recorded for this category for 2023.

### 4.4 Amortisation - Intangible assets

Landfill	1,502	774
<b>Total Amortisation - Intangible assets</b>	<b>1,502</b>	<b>774</b>

### 4.5 Amortisation - Right of use assets

Property	398	535
Plant & equipment	—	48
<b>Total Amortisation - Right of use assets</b>	<b>398</b>	<b>583</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
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#### 4.6 Bad and doubtful debts - allowance for impairment losses

Parking fine debtors	2,320	344
Other debtors	293	307
Animal control	466	86
<b>Total bad and doubtful debts - allowance for impairment losses</b>	<b>3,079</b>	<b>737</b>

#### Movement in allowance for impairment losses in respect of debtors

Balance at the beginning of the year	(2,557)	(2,170)
New provisions recognised during the year	(2,671)	(431)
Amounts already provided for and written off as uncollectible	42	44
<b>Balance at end of year</b>	<b>(5,186)</b>	<b>(2,557)</b>

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

	2023 \$ '000	2022 \$ '000
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#### 4.7 Borrowing costs

Interest - Borrowings	1,356	1,563
<b>Total borrowing costs</b>	<b>1,356</b>	<b>1,563</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.

	2023 \$ '000	2022 \$ '000
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#### 4.8 Finance Costs - Leases

Interest - Lease Liabilities	43	56
<b>Total finance costs</b>	<b>43</b>	<b>56</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>4.9 Other expenses</b>		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	72	71
Auditors' remuneration - Internal Audit	124	99
Councillors' allowances	438	412
Operating leases	—	70
Landfill rehabilitation provision #	1,549	10,263
Election Expenses	—	20
Other	46	74
<b>Total other expenses</b>	<b>2,229</b>	<b>11,009</b>

(#) The landfill rehabilitation provision increased significantly in 2022 primarily due to the increased estimates of aftercare costs. This is based on a comprehensive recent review by an experienced environmental engineer.



## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 5. Our financial position

	2023 \$ '000	2022 \$ '000
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
Cash on hand	13	12
Cash at bank	34,129	20,521
<b>Total cash and cash equivalents</b>	<b>34,142</b>	<b>20,533</b>
<b>(b) Other financial assets</b>		
<b>Current</b>		
Term deposits - current	129,500	148,000
Shares in other companies	2	2
<b>Total other financial assets</b>	<b>129,502</b>	<b>148,002</b>
<b>Total financial assets</b>	<b>163,644</b>	<b>168,535</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.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>(c) Trade &amp; Other Receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	7,795	5,250
Infringement debtors - Parking	4,477	3,975
Infringement debtors - Other	2,012	1,865
<i>Non-statutory receivables</i>		
Government grants	3,649	777
Other debtors	5,725	5,238
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - other debtors	(777)	(613)
Provision for doubtful debts - parking infringements	(3,017)	(1,051)
Provision for doubtful debts - other infringements	(1,392)	(893)
<b>Total current trade and other receivables</b>	<b>18,472</b>	<b>14,548</b>
<b>Total trade and other receivables</b>	<b>18,472</b>	<b>14,548</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.

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
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#### (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)	6,915	3,537
Past due by up to 30 days	49	1,593
Past due between 31 and 180 days	149	111
Past due between 181 and 365 days	330	44
Past due by more than 1 year	1,154	117
<b>Total trade and other receivables</b>	<b>8,597</b>	<b>5,402</b>

#### (e) Ageing of impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$5.351m (2022: \$2.265m) were impaired. The amount of the provision raised against these debtors was \$777k (2022: \$613k). They 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 determined as impaired at reporting date was:

Current (not yet due)	97	69
Past due by up to 30 days	13	158
Past due between 31 and 180 days	102	145
Past due between 181 and 365 days	272	129
Past due by more than 1 year	293	112
<b>Total trade and other receivables</b>	<b>777</b>	<b>613</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>5.2 Non-financial assets</b>		
<b>(a) Inventories</b>		
<b>Current</b>		
Inventories held for distribution	429	251
Inventories held for sale	261	184
<b>Total current inventories</b>	<b>690</b>	<b>435</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. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
<b>(b) Other assets</b>		
<b>Current</b>		
Prepayments	1,407	1,449
Accrued income	1,614	294
<b>Total current other assets</b>	<b>3,021</b>	<b>1,743</b>
<b>(c) Intangible assets</b>		
Landfill air space	886	2,387
<b>Total intangible assets</b>	<b>886</b>	<b>2,387</b>
		<b>Landfill Air Space \$ '000</b>
<b>Gross Carrying Amount</b>		
Balance at 1 July 2022		4,766
Additions from internal developments		—
Other additions		—
<b>Balance at 30 June 2023</b>		<b>4,766</b>
<b>Accumulated amortisation and impairment</b>		
Balance at 1 July 2022		2,379
Amortisation expense		1,501
<b>Balance at 30 June 2023</b>		<b>3,880</b>
<b>Net book value at 30 June 2022</b>		<b>2,387</b>
<b>Net book value at 30 June 2023</b>		<b>886</b>

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



## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
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#### 5.3 Payables, trust funds and deposits and unearned income/revenue

##### (a) Trade and other payables

###### Current

###### Non-statutory payables

Trade payables	4,312	164
Accrued loan expenses	73	93
Wages payable	3,443	1,464
Accrued Expenses	14,229	11,997
<b>Total current trade and other payables</b>	<b>22,057</b>	<b>13,718</b>

##### (b) Trust funds and deposits

###### Current

Fire services property levy	3,893	2,641
Majestix deposits and trust funds	565	818
Art Gallery deposits and trust funds	74	239
Contract retentions and securities	25	29
Subdivision holding fees	8,945	7,713
Eureka Centre trust fund	39	38
Other deposits and trusts	2,567	4,727
<b>Total current trust funds and deposits</b>	<b>16,108</b>	<b>16,205</b>

##### (c) Unearned income/revenue

###### Current

Grants received in advance - operating	4,392	3,313
Grants received in advance - capital	10,378	17,344
Other	322	188
<b>Total current unearned income/revenue</b>	<b>15,092</b>	<b>20,845</b>

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of grants from government departments and others, as well as monetary contributions from other councils and organisations. Unearned income/revenue is derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

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 Services Property Levy - Council is the collection agent for the fire services property 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.

Deposits and trust funds - Refundable deposits and funds Council holds in trust on behalf of others or for specific purposes. Includes Deductible Gift Recipient funds which hold donations to be used for specific purposes.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 5. Our financial position

	2023 \$ '000	2022 \$ '000
<b>5.4 Interest-bearing liabilities</b>		
<b>Current</b>		
Other borrowings - secured	3,053	4,692
<b>Total current interest-bearing liabilities</b>	<b>3,053</b>	<b>4,692</b>
<b>Non-current</b>		
Other borrowings - secured	27,995	31,048
<b>Total non-current interest-bearing liabilities</b>	<b>27,995</b>	<b>31,048</b>
<b>Total</b>	<b>31,048</b>	<b>35,740</b>

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

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

Not later than one year	3,053	4,692
Later than one year and not later than five years	27,995	30,048
Later than five years	–	1,000
	<b>31,048</b>	<b>35,740</b>

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 the 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.

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	Employee provisions \$ '000	Landfill restoration \$ '000	Total \$ '000
<b>5.5 Provisions</b>			
<b>2023</b>			
Balance at the beginning of the financial year	16,164	22,262	38,426
Additional provisions	7,428	6,354	13,782
Amounts used	(6,746)	(6,660)	(13,406)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	15	1,855	1,870
<b>Balance at the end of the financial year</b>	<b>16,861</b>	<b>23,811</b>	<b>40,672</b>
<b>Provisions</b>			
Provisions - current	15,134	6,476	21,610
Provisions - non-current	1,727	17,335	19,062
<b>Total Provisions</b>	<b>16,861</b>	<b>23,811</b>	<b>40,672</b>
<b>2022</b>			
Balance at the beginning of the financial year	17,342	8,996	26,338
Additional provisions	7,460	16,714	24,174
Amounts used	(7,694)	—	(7,694)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(944)	(3,448)	(4,392)
<b>Balance at the end of the financial year</b>	<b>16,164</b>	<b>22,262</b>	<b>38,426</b>
<b>Provisions</b>			
Provisions - current	13,953	9,105	23,058
Provisions - non-current	2,211	13,157	15,368
<b>Total Provisions</b>	<b>16,164</b>	<b>22,262</b>	<b>38,426</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	4,148	4,060
Long service leave	1,154	863
Other	367	321
	<b>5,669</b>	<b>5,244</b>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	1,547	1,605
Long service leave	7,918	7,104
	<b>9,465</b>	<b>8,709</b>
<b>Total current employee provisions</b>	<b>15,134</b>	<b>13,953</b>
<b>Non-Current</b>		
Long service leave	1,727	2,211
<b>Total Non-Current Employee Provisions</b>	<b>1,727</b>	<b>2,211</b>
Aggregate Carrying Amount of Employee Provisions:		
Current	15,134	13,953
Non-current	1,727	2,211
<b>Total Aggregate Carrying Amount of Employee Provisions</b>	<b>16,861</b>	<b>16,164</b>

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

#### Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

#### Key assumptions:

- discount rate	4.05%	3.69%
- index rate	4.35%	3.85%



## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>(b) Landfill restoration</b>		
Current	6,476	9,105
Non-current	17,335	13,157
<b>Total</b>	<b>23,811</b>	<b>22,262</b>

Council is obligated to restore the Smythesdale 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 for the active Smythesdale landfill site, as well as closed landfills Black Hill and Whitehorse, have 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.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:

- discount rate	1.45%	1.43%
- index rate	6.84%	5.10%

### 5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2023.

Bank overdraft	—	1,000
Credit card facilities	4,500	4,500
Loans	31,048	35,739
<b>Total Facilities</b>	<b>35,548</b>	<b>41,239</b>
<b>Used facilities</b>	<b>32,183</b>	<b>35,759</b>
<b>Unused facilities</b>	<b>3,365</b>	<b>5,480</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

#### 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.

##### (a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>2023</b>					
<b>Operating</b>					
Security	103	103	94	—	300
Maintenance	707	179	—	—	886
Waste Operations	1,526	1,526	—	—	3,052
Administration and consultancy	25	4	—	—	29
Cleaning Services	684	118	—	—	802
<b>Total</b>	<b>3,045</b>	<b>1,930</b>	<b>94</b>	<b>—</b>	<b>5,069</b>
<b>Capital</b>					
Buildings	21,681	—	—	—	21,681
Recreation, leisure and community	905	—	—	—	905
Roads	478	—	—	—	478
Civil works	7,644	6,227	—	—	13,871
Landfill	—	—	—	—	—
<b>Total</b>	<b>30,708</b>	<b>6,227</b>	<b>—</b>	<b>—</b>	<b>36,935</b>
<b>2022</b>					
<b>Operating</b>					
Maintenance	380	400	—	—	780
Waste Operations	2,289	2,289	2,290	—	6,868
Administration and consultancy	67	25	4	—	96
Cleaning Services	1,192	88	—	—	1,280
<b>Total</b>	<b>3,928</b>	<b>2,802</b>	<b>2,294</b>	<b>—</b>	<b>9,024</b>
<b>Capital</b>					
Buildings	595	115	—	—	710
Recreation, leisure and community	10,000	132	—	—	10,132
Roads	3,468	—	—	—	3,468
Landfill	859	—	—	—	859
<b>Total</b>	<b>14,922</b>	<b>247</b>	<b>—</b>	<b>—</b>	<b>15,169</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
--	-----------------	-----------------

#### (b) Operating lease receivables

##### *Operating lease receivables*

Council has entered into commercial property leases on its investment property, 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 20 years. All leases include a CPI based revision of the rental charge annually.

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

Not later than one year	1,157	1,296
Later than one year and not later than five years	4,414	4,716
Later than five years	10,504	12,315
	<u>16,075</u>	<u>18,327</u>

## Notes to the Financial Statements

for the year ended 30 June 2023

### 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.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.



## City of Ballarat

### Notes to the Financial Statements

for the year ended 30 June 2023

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

##### (a) Right-of-Use Assets

	Property \$ '000	Plant & Equipment \$ '000	Total \$ '000
<b>2023</b>			
Balance at 1 July	1,095	—	1,095
Additions	—	—	—
Amortisation charge	(398)	—	(398)
Cessations	—	—	—
<b>Balance at 30 June</b>	<b>697</b>	<b>—</b>	<b>697</b>
<b>2022</b>			
Balance at 1 July	1,630	48	1,678
Additions	—	—	—
Amortisation charge	(535)	(48)	(583)
Cessations	—	—	—
<b>Balance at 30 June</b>	<b>1,095</b>	<b>—</b>	<b>1,095</b>

## City of Ballarat

### Notes to the Financial Statements for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>Non-cancellable lease commitments - Short-term and low-value leases</b>		
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:		
Payable:		
Within one year	11	28
Later than one year but not later than five years	—	29
<b>Total lease commitments</b>	<b>11</b>	<b>57</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 6. Assets we manage

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

Summary of property, infrastructure, plant and equipment	Carrying amount		Revaluation	Disposal	Depreciation	Transfers <sup>a</sup>	Carrying amount
	30 June 2022	Additions					30 June 2023
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Property	648,864	1,985	—	(420)	(6,540)	(4,487)	646,624
Plant and equipment	119,403	3,920	4,362	—	(4,960)	72	123,245
Infrastructure	1,411,326	28,870	(120,244)	—	(31,646)	7,479	1,333,220
Work in progress	27,242	42,598	—	—	—	(19,373)	50,467
<b>Total</b>	<b>2,206,835</b>	<b>77,373</b>	<b>(115,882)</b>	<b>(420)</b>	<b>(43,146)</b>	<b>(16,309)</b>	<b>2,153,556</b>

(<sup>a</sup>) Balance represents transfers to Investment Property. Refer Note 6.2.

Summary of Work in Progress				
	Opening WIP \$ '000	Additions \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	15,676	11,078	(11,800)	14,954
Plant and equipment	72	103	(72)	103
Infrastructure	11,494	31,417	(7,501)	35,410
<b>Total</b>	<b>27,242</b>	<b>42,598</b>	<b>(19,373)</b>	<b>50,467</b>

## Notes to the Financial Statements for the year ended 30 June 2023

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

	Land specialised \$ '000	Land non specialised \$ '000	Land improve-ments \$ '000	Total land and land improve-ments \$ '000	Heritage buildings \$ '000	Buildings non specialised \$ '000	Building improve-ments \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
<b>Property</b>										
At fair value 1 July 2022	18,815	406,080	3,589	428,484	39,541	183,060	15,829	238,430	15,676	682,590
Accumulated depreciation at 1 July 2022	—	—	(262)	(262)	(3,152)	(14,470)	(166)	(17,788)	—	(18,050)
	18,815	406,080	3,327	428,222	36,389	168,590	15,663	220,642	15,676	664,540
<b>Movements in fair value</b>										
Additions	—	—	41	41	311	—	1,633	1,944	11,078	13,063
Contributions	5,412	1,810	—	7,222	—	—	—	—	—	7,222
Revaluation	—	—	—	—	—	—	—	—	—	—
Disposal	—	(420)	—	(420)	—	—	—	—	—	(420)
Transfers	—	—	2	2	1,865	—	9,955	11,820	(11,800)	22
Transfers to Investment	—	(2,480)	—	(2,480)	—	(13,829)	—	(13,829)	—	(16,309)
Property	5,412	(1,090)	43	4,365	2,176	(13,829)	11,588	(65)	(722)	3,578
<b>Movements in accumulated depreciation</b>										
Depreciation	—	—	(332)	(332)	(1,034)	(5,110)	(64)	(6,208)	—	(6,540)
	—	—	(332)	(332)	(1,034)	(5,110)	(64)	(6,208)	—	(6,540)
At fair value 30 June 2023	24,227	404,990	3,632	432,849	41,717	169,231	27,417	238,365	14,955	686,169
Accumulated depreciation at 30 June 2023	—	—	(594)	(594)	(4,186)	(19,415)	(396)	(23,997)	—	(24,591)
<b>Carrying amount</b>	24,227	404,990	3,038	432,255	37,531	149,816	27,021	214,368	14,955	661,578



for the year ended 30 June 2023

## Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Library books \$ '000	Art works and heritage collections \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
<b>Plant and Equipment</b>								
At fair value 1 July 2022	36,314	3,618	14,494	8,808	96,564	159,798	72	159,870
Accumulated depreciation at 1 July 2022	(19,328)	(2,211)	(12,234)	(6,622)	—	(40,395)	—	(40,395)
	16,986	1,407	2,260	2,186	96,564	119,403	72	119,475
<b>Movements in fair value</b>								
Additions	2,069	51	1,225	386	189	3,920	103	4,023
Contributions	—	—	—	—	448	448	—	448
Revaluation	—	—	—	—	4,362	4,362	—	4,362
Disposal	(825)	(13)	(1)	—	—	(839)	—	(839)
Transfers	13	—	59	—	—	72	(72)	—
	1,257	38	1,283	386	4,999	7,963	31	7,994
<b>Movements in accumulated depreciation</b>								
Depreciation	(3,456)	(203)	(822)	(479)	—	(4,960)	—	(4,960)
Accumulated depreciation of disposals	825	13	1	—	—	839	—	839
	(2,631)	(190)	(821)	(479)	—	(4,121)	—	(4,121)
At fair value 30 June 2023	37,570	3,655	15,778	9,195	101,563	167,761	103	167,864
Accumulated depreciation at 30 June 2023	(21,960)	(2,401)	(13,055)	(7,101)	—	(44,517)	—	(44,517)
<b>Carrying amount</b>	15,610	1,254	2,723	2,094	101,563	123,244	103	123,347

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for the year ended 30 June 2023

## Note 6. Assets we manage (continued)

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recrea- tional, leisure and commu- nity \$ '000	Waste manage- ment \$ '000	Parks open spaces and streets- capes \$ '000	Off street car parks \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total infra- structure \$ '000
<b>Infrastructure</b>												
At fair value 1 July 2022	795,189	38,280	100,195	406,829	49,625	8,323	5,485	9,158	31,379	1,444,463	11,494	1,455,957
Accumulated depreciation at 1 July 2022	(17,992)	(778)	(2,371)	(3,693)	(2,768)	(3,125)	(167)	(184)	(2,059)	(33,137)	–	(33,137)
	<u>777,197</u>	<u>37,502</u>	<u>97,824</u>	<u>403,136</u>	<u>46,857</u>	<u>5,198</u>	<u>5,318</u>	<u>8,974</u>	<u>29,320</u>	<u>1,411,326</u>	<u>11,494</u>	<u>1,422,820</u>
<b>Movements in fair value</b>												
Additions	13,517	–	5,275	1,604	5,226	–	2,873	375	–	28,870	31,417	60,287
Contributions	11,480	–	4,070	21,885	–	–	–	–	–	37,435	–	37,435
Revaluation	132,001	31,237	7,306	207,399	41,900	–	–	–	–	419,843	–	419,843
Revaluation decrements recognised in operating result	–	–	–	–	–	–	–	(7,321)	–	(7,321)	–	(7,321)
Transfers	5,780	–	1,656	73	29,412	–	1,193	744	(31,379)	7,479	(7,501)	(22)
	<u>162,778</u>	<u>31,237</u>	<u>18,307</u>	<u>230,961</u>	<u>76,538</u>	<u>–</u>	<u>4,066</u>	<u>(6,202)</u>	<u>(31,379)</u>	<u>486,306</u>	<u>23,916</u>	<u>510,222</u>
<b>Movements in accumulated depreciation</b>												
Depreciation	(16,616)	(764)	(2,037)	(4,339)	(3,592)	(3,968)	(141)	(189)	–	(31,646)	–	(31,646)
Revaluation	(257,264)	(31,302)	(26,322)	(167,883)	(43,404)	–	–	(591)	–	(526,766)	–	(526,766)
Revaluation decrement recognised in operating result	–	–	–	–	(5,879)	–	–	(121)	–	(6,000)	–	(6,000)
Transfers	(266)	–	–	–	(1,793)	–	–	–	2,059	–	–	–
	<u>(274,146)</u>	<u>(32,066)</u>	<u>(28,359)</u>	<u>(172,222)</u>	<u>(54,668)</u>	<u>(3,968)</u>	<u>(141)</u>	<u>(901)</u>	<u>2,059</u>	<u>(564,412)</u>	<u>–</u>	<u>(564,412)</u>
At fair value 30 June 2023	957,967	69,517	118,501	637,790	126,163	8,323	9,552	2,956	–	1,930,769	35,410	1,966,179
Accumulated depreciation at 30 June 2023	(292,137)	(32,844)	(30,730)	(175,915)	(57,436)	(7,093)	(308)	(1,085)	–	(597,548)	–	(597,548)
<b>Carrying amount</b>	<u>665,830</u>	<u>36,673</u>	<u>87,771</u>	<u>461,875</u>	<u>68,727</u>	<u>1,230</u>	<u>9,244</u>	<u>1,871</u>	<u>–</u>	<u>1,333,221</u>	<u>35,410</u>	<u>1,368,631</u>

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## Notes to the Financial Statements

for the year ended 30 June 2023

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

#### Acquisition

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

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

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

#### Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$
<b>Land and land improvements</b>		
land		5,000
land improvements	40 years	5,000
<b>Buildings</b>		
buildings	40 years	5,000
building improvements	40 years	5,000
<b>Plant and Equipment</b>		
plant, machinery and equipment	3 - 50 years	1,000
fixtures, fittings and furniture	10 - 50 years	1,000
computers and telecommunications	4 - 40 years	1,000
library books	10 years	1,000
<b>Infrastructure</b>		
roads - pavements and seals	15 - 80 years	5,000
roads - formation and earthworks		5,000
roads - kerb, channel and minor culverts	56 - 150 years	5,000
bridges - deck	60 - 100 years	5,000
bridges - substructure	60 - 100 years	5,000
drainage	50 - 200 years	5,000
footpaths and cycleways	15 - 80 years	5,000
recreational, leisure and community facilities	10 - 300 years	5,000
parks, open space and streetscapes	36 - 40 years	5,000
off-street car parks	7 - 25 years	5,000
waste management and landfills	2 - 3 years	5,000
<b>Intangible Assets</b>		
landfill airspace	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 statements, consistent with AASB 1051.

## Notes to the Financial Statements

for the year ended 30 June 2023

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

#### Depreciation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

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

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

Artworks and heritage collections are not depreciated.

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

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 component cost is capitalised and depreciated. The carrying value of the replaced asset component is expensed.

#### Valuation of land and buildings

Valuation of land and buildings was undertaken in 2022 by qualified independent valuers Opteon Property Group Pty Ltd (Primary valuer William Wright API no. 80899). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

The date and type of the current valuation is detailed in the following table. A full revaluation of these assets will be conducted in 2023/24.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land	—	—	404,990	Jun-22	Full
Specialised land	—	—	24,227	Jun-22	Full
Land improvements	—	—	3,038	Jun-22	Full
Heritage buildings	—	—	37,531	Jun-22	Full
Buildings	—	—	149,816	Jun-22	Full
Building improvements	—	27,021	—	Jun-22	Full
<b>Total</b>	<b>—</b>	<b>27,021</b>	<b>619,602</b>		



## Notes to the Financial Statements

for the year ended 30 June 2023

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

#### Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by Pitt & Sherry Pty Ltd.

\*An index based revaluation was conducted in the current year based on Rawlinson's unit rates. In addition to indexation, accumulated depreciation of infrastructure assets was also adjusted to reflect an overall decrease in the estimated remaining useful life of these assets, consistent with the determined asset condition.

A full review of Roads and Kerb & Channel assets will be conducted in 2023/24.

The date and type of the current valuations 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	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	—	—	665,830	Jun/23	Index*
Bridges	—	—	36,673	Jun/23	Index*
Footpaths and cycleways	—	—	87,771	Jun/23	Index*
Drainage	—	—	461,875	Jun/23	Index*
Recreational, leisure & community facilities	—	—	68,727	Jun/23	Index
Waste management	—	—	1,230	Jul/19	Index
Parks, open space & streetscapes	—	—	9,244	Jul/19	Index
Off street car parks	—	—	1,871	Jun/23	Index
<b>Total</b>	<b>—</b>	<b>—</b>	<b>1,333,221</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 \$1.00 and \$1,625 per square metre.

**Non-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 \$7,200 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 age 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

	2023 \$ '000	2022 \$ '000
Land under roads	24,227	18,815
<b>Total specialised land</b>	<b>24,227</b>	<b>18,815</b>

## Notes to the Financial Statements

for the year ended 30 June 2023

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

#### 6.2 Investment property

	Note	2023 \$ '000	2022 \$ '000
Balance at beginning of financial year		—	—
Transfers from property, plant and equipment	6.1	16,309	—
Fair value decrement		(699)	—
Fair value increment		—	—
<b>Balance at end of financial year</b>		<b>15,610</b>	<b>—</b>

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise.

#### *Valuation of investment property*

Valuation of investment property has been determined in accordance with an independent valuation undertaken in 2023 by Opteon Pty Ltd who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 7. People and relationships

#### 7.1 Council and key management remuneration

##### (a) Related Parties

*Parent entity*

Ballarat City Council t/a City of Ballarat

*Subsidiaries and Associates*

Nil

##### (b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of City of Ballarat. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

**Councillors** Daniel Moloney (Mayor to November 2022)  
Des Hudson (Mayor since November 2022)  
Amy Johnson (Deputy Mayor)  
Ben Taylor  
Belinda Coates  
Mark Harris  
Peter Eddy  
Samantha McIntosh  
Tracey Hargreaves

	2023 No.	2022 No.
<b>Total Number of Councillors</b>	9	9
<b>Chief Executive Officer and Other Key Management Personnel</b>		
Evan King	Chief Executive Officer	
Bridget Wetherall	Director Infrastructure and Environment	
Matt Wilson	Director Community Wellbeing	
Natalie Robertson	Director Development and Growth	
John Hausler	Director Corporate Services	
Martin Darcy	Director Economy, Experience and Commonwealth Games (from 7 June 2023)	
<b>Total of Chief Executive Officer and other Key Management Personnel</b>	6	6
<b>Total Number of Key Management Personnel</b>	15	15

## Notes to the Financial Statements

for the year ended 30 June 2023

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

#### (c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

**Short-term employee benefits** include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

**Other long-term employee benefits** include long service leave, other long service benefits or deferred compensation.

**Post-employment benefits** include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

**Termination benefits** include termination of employment payments, such as severance packages.

	2023 \$ '000	2022 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,669	1,609
Other long-term employee benefits	19	27
Post-employment benefits	134	130
Termination benefits	–	1
<b>Total</b>	<b>1,822</b>	<b>1,767</b>

	2023 No.	2022 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$10,000 - \$19,999	1	1
\$30,000 - \$39,999	6	7
\$40,000 - \$49,999	–	1
\$60,000 - \$69,999	2	–
\$90,000 - \$99,999	1	–
\$110,000 - \$119,999	–	1
\$210,000 - \$219,999	–	1
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	–	2
\$250,000 - \$259,999	3	–
\$370,000 - \$379,999	1	–
\$380,000 - \$389,999	–	1
	<b>15</b>	<b>15</b>



## Notes to the Financial Statements

for the year ended 30 June 2023

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

#### (d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP. \*

Total remuneration of other senior staff was as follows:

	2023 \$ '000	2022 \$ '000
Short-term employee benefits	3,766	3,542
Other long-term employee benefits	56	51
Post-employment benefits	432	415
Termination benefits	82	254
<b>Total</b>	<b>4,336</b>	<b>4,262</b>

The number of other senior staff are shown below in their relevant income bands:

	2023 No.	2022 No.
Income Range:		
<\$160,000 ^	5	6
\$160,000 - \$169,999	3	3
\$170,000 - \$179,999	4	3
\$180,000 - \$189,999	7	4
\$190,000 - \$199,999	2	6
\$200,000 - \$209,999	3	2
\$220,000 - \$229,999	1	1
	<b>25</b>	<b>25</b>

(^\*) Staff within this range are those employed for part of the financial year.

	2023 \$ '000	2022 \$ '000
Total Remuneration for the reporting year for other senior staff included above amounted to:	4,336	4,262

\* Due to a definitional change, the comparative figures in this note may not align with the previous year's annual report which included disclosure of senior officers as defined in the Local Government Act 1989.

## Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
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#### 7.2 Related party disclosure

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

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

Remuneration	–	1
Grant funding paid	–	19

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.

Grant funding paid includes grants paid to community organisations of which Key Management Personnel are Board or Committee members.

##### (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 2023.

##### (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 2023.

##### (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 2023.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 8. Managing uncertainties

#### 8.1 Contingent assets and 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.

##### (a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date the Council are not aware of any contingent assets.

##### (b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
  - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
  - the amount of the obligation cannot be measured with sufficient reliability.

At balance date the Council are not aware of any contingent liabilities other than as follows:

##### 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.

##### Landfill

Council operates a landfill. Council will have to carry out site rehabilitation works in the future. Provisions have been recognised for this liability in the Balance Sheet, however future regulatory and environmental factors may change this future obligation. At balance date, Council is unable to accurately assess the financial implications of these factors.

##### Legal matters

Council is not currently involved in any legal matters from which a contingent liability is likely to arise.

##### 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 is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides 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.

##### (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.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 8. Managing uncertainties (continued)

#### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 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 the 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 2020*. 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:

- 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.



## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 8. Managing uncertainties (continued)

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 an investment 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 shift of +/- 1% in market interest rates (AUD) from year-end rates of 4.1%.

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

## Notes to the Financial Statements

for the year ended 30 June 2023

### 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, 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. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). 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 2 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Revaluation frequency
Land	2 years
Buildings	2 years
Roads	3 years
Bridges	3 years
Footpaths and cycleways	3 years
Drainage	5 years
Recreational, leisure and community facilities	3 years
Waste management	5 years
Parks, open space and streetscapes	3 years
Aerodromes	2 years
Other infrastructure	3 years

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.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 8. Managing uncertainties (continued)

#### *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.

#### *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 due to the unique nature of the asset and the absence of a realistic market.

### 8.5 Events occurring after balance date

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

SUBJECT TO  
AUDIT APPROVAL

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
<b>9.1 Reserves</b>			
<b>(a) Asset revaluation reserves</b>			
<b>2023</b>			
<b>Property</b>			
Land - non specialised	342,249	—	342,249
Heritage buildings	1,925	—	1,925
Buildings	27,820	—	27,820
	<b>371,994</b>	<b>—</b>	<b>371,994</b>
<b>Plant and equipment</b>			
Plant machinery and equipment	1,937	—	1,937
Art works and heritage collections	58,015	4,362	62,377
	<b>59,952</b>	<b>4,362</b>	<b>64,314</b>
<b>Infrastructure</b>			
Roads	281,522	(125,123)	156,399
Bridges	17,399	(65)	17,334
Footpaths and cycleways	50,470	(19,016)	31,454
Drainage	96,643	39,516	136,159
Recreational, leisure and community facilities	557	(557)	—
Off-street car parks	591	(591)	—
Other infrastructure	1,087	(1,087)	—
	<b>448,269</b>	<b>(106,923)</b>	<b>341,346</b>
<b>Total asset revaluation reserves</b>	<b>880,215</b>	<b>(102,561)</b>	<b>777,654</b>



## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
<b>2022</b>			
<b>Property</b>			
Land - non specialised	309,632	32,617	342,249
Heritage buildings	14,520	(12,595)	1,925
Buildings	32,002	(4,182)	27,820
	<b>356,154</b>	<b>15,840</b>	<b>371,994</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>59,952</b>
<b>Infrastructure</b>			
Roads	201,619	79,903	281,522
Bridges	32,131	(14,732)	17,399
Footpaths and cycleways	36,331	14,139	50,470
Drainage	53,227	43,416	96,643
Recreational, leisure and community facilities	633	(76)	557
Off-street car parks	768	(177)	591
Other infrastructure	7,253	(6,166)	1,087
	<b>331,962</b>	<b>116,307</b>	<b>448,269</b>
<b>Total asset revaluation reserves</b>	<b>748,068</b>	<b>132,147</b>	<b>880,215</b>

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

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
<b>(b) Other reserves</b>				
<b>2023</b>				
<b>Restricted reserves</b>				
Subdividers contributions	4,233	934	(311)	4,856
Developer contributions	26,316	10,845	(4,631)	32,530
<b>Total restricted reserves</b>	<b>30,549</b>	<b>11,779</b>	<b>(4,942)</b>	<b>37,386</b>
<b>Discretionary reserves</b>				
Asset realisation reserve	3,321	454	(3,775)	—
Waste reserve	5,094	4,396	(6,654)	2,836
<b>Total discretionary reserves</b>	<b>8,415</b>	<b>4,850</b>	<b>(10,429)</b>	<b>2,836</b>
<b>Total Other reserves</b>	<b>38,964</b>	<b>16,629</b>	<b>(15,371)</b>	<b>40,222</b>
<b>2022</b>				
<b>Restricted reserves</b>				
Subdividers contributions	3,043	1,634	(444)	4,233
Developer contributions	12,614	13,781	(79)	26,316
<b>Total restricted reserves</b>	<b>15,657</b>	<b>15,415</b>	<b>(523)</b>	<b>30,549</b>
<b>Discretionary reserves</b>				
Asset realisation reserve	3,345	193	(217)	3,321
Waste reserve	—	6,910	(1,816)	5,094
<b>Total discretionary reserves</b>	<b>3,345</b>	<b>7,103</b>	<b>(2,033)</b>	<b>8,415</b>
<b>Total Other reserves</b>	<b>19,002</b>	<b>22,518</b>	<b>(2,556)</b>	<b>38,964</b>

#### Subdividers Contributions Reserve

The purpose of this reserve is to collect contributions from developers for open space which is used for future Parks and Open Space upgrades including Playspaces. The policy framework for open space contributions is set out in the Subdivision Act 1988 which enshrines a nominal contribution.

#### Developer Contributions Reserve

The purpose of this reserve is to ensure that the City's new communities have appropriate access to essential infrastructure required to achieve the safety and liveability of its suburbs. All developers are required to fund and construct local infrastructure to service new developments and housing estates. The role of development contributions is to ensure major infrastructure items such as traffic signals, sports grounds and community centres are funded equitably between multiple developers and/or landowners. Funds are restricted for delivery of community infrastructure in line with Developer Contribution Plan agreements.

#### Asset Realisation Reserve

The purpose of this reserve is to isolate funds generated from the sale of land assets that Council have identified as surplus to the community's needs. These funds will be utilised to purchase more strategic land assets for the community.

#### Waste Reserve

The purpose of this reserve is to isolate funds generated from the Waste Management and Green Waste Service Charges. These funds will be utilised to fund capital works programs across the Waste & Environment Department such as landfill cell construction, cell capping, replacement bins, replacement and growth of the truck fleet with greater future capital works on the horizon.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 9. Other matters (continued)

	2023 \$ '000	2022 \$ '000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus for the year	63,917	74,206
Depreciation/amortisation	45,045	43,741
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(463)	(911)
Fair value adjustments for investment property	699	—
Contributions - Non-monetary assets	(45,105)	(31,810)
Amounts disclosed in financing activities	1,399	1,619
Revaluation decrements of IPP&E direct to P&L	13,322	—
Intangible asset revaluation	—	(3,000)
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(3,924)	(479)
(Increase)/decrease in inventories	(255)	21
(Increase)/decrease in prepayments	42	(229)
Increase/(decrease) in accrued income	(1,320)	(207)
Increase/(decrease) in trade and other payables	8,339	1,147
Increase/(decrease) in provisions	2,246	12,088
(Decrease)/increase in other liabilities	(97)	2,067
Increase/(decrease) in Unearned income /revenue	(5,753)	(5,233)
<b>Net cash provided by operating activities</b>	<b>78,092</b>	<b>93,020</b>

### 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

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

#### Defined Benefit

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

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

#### Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022).

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 9. Other matters (continued)

The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.8% pa.

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa  
Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter  
Price inflation (CPI) 3.00% pa.

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Vision Super has advised that the estimated VBI at 30 June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 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

##### (a) Regular contributions

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2022). 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 2022 interim 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.

##### (b) Funding calls

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

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

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

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

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

#### The 2022 interim 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. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.



## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 9. Other matters (continued)

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

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	45.7	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	112.9	285.2

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 2022.

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 2022.

The discounted accrued benefits 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 2022.

#### The 2023 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purposes of this investigation are:

	2023 (Triennial)	2020 (Triennial)
Net investment return	5.70% pa	5.60% pa
Salary inflation	3.50% pa	2.50% pa for the first two years and 2.75% pa thereafter
Price inflation	2.80% pa	2.00% pa

#### Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of scheme	Rate	2023 \$ '000	2022 \$ '000
Vision Super	Defined Benefit	10.5% (2022:10.0%)	386	398
Vision Super	Accumulation	10.5% (2022:10.0%)	2,629	2,874
Other funds	Accumulation	10.5% (2022:10.0%)	2,827	2,804

There were no loans issued from or to the above schemes as at 30 June 2023.

Contributions outstanding as at 30 June 2023 amounted to \$771k.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$357k.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2022-23 year.

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

#### 11.1 Found assets

During the annual revaluation process, Council at times identifies 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 2023 no found assets were identified (2022 - \$99k) that were not reflected in the Asset Register.

	2023 \$ '000	2022 \$ '000
<b>Found assets</b>		
<b>Infrastructure</b>		
Roads	—	96
Footpaths and cycleways	—	3
Recreational, leisure and community	—	—
Other infrastructure	—	—
<b>Total assets</b>	<b>—</b>	<b>99</b>



# Annual Performance Statement

For the year ended 30 June 2023

SUBJECT TO  
AUDIT APPROVAL

# AUDITOR'S REPORT

SUBJECT TO  
AUDIT APPROVAL



# AUDITOR'S REPORT

SUBJECT TO  
AUDIT APPROVAL

## PERFORMANCE STATEMENT 2023

### 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 115,847 people in 2023. Due to being located centrally in Western Victoria, Ballarat services a large regional population. Ballarat offers premium job opportunities, world-class education (including three universities), affordable housing, exciting restaurants and retail options, accessible community and health services, a vibrant arts scene and a great lifestyle.

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



AUDITED PERFORMANCE INDICATORS					
Sustainable Capacity Indicators	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Population</b>					
C1 Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,634.76	\$1,618.62	\$1,754.75	\$2,067.09	The increase in this indicator is consistent with the level of expenditure identified in the 2021/22 budget (\$1,794) and reflects an increase in service provision and inflation.
<b>Population</b>					
C2 Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$16,935.35	\$14,637.05	\$15,737.08	\$14,849.33	This has increased due to an increase in infrastructure valuation. Please refer to the Financial Statements for further information.
<b>Population</b>					
C3 Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	75.21	75.74	77.01	77.46	This indicator continues to increase due to the level of population growth increasing at a greater rate than road length. This is expected to continue into the future.
<b>Own-source revenue</b>					
C4 Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,425.38	\$1,365.68	\$1,484.44	\$1,575.03	This indicator again increased in 2022/23 driven by additional rates revenue and additional interest revenue given significant interest rates rises in the year.
<b>Recurrent grants</b>					
C5 Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$253.79	\$255.47	\$325.13	\$297.75	Although recurrent grants were slightly higher in 2022/23 than the previous financial year, a population growth rate of 2.1% resulted in a lower result for this indicator.
<b>Disadvantage</b>					
C6 Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	4.00	4.00	4.00	4.00	This is City of Ballarat's rating according to the Socio-Economic Indexes for Areas (SEIFA)
<b>Workforce turnover</b>					
C7 Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	11.7%	14.3%	22.1%	16.7%	There was a higher level of staff turnover in 2021/22 which was a common experience follow the impact of COVID. This measure has now come down to similar levels as experienced historically.

AUDITED PERFORMANCE INDICATORS					
Service Performance Indicators	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Aquatic Facilities Utilisation</b>					
AF6 Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	4.42	1.87	3.88	5.83	Strong growth in visit numbers and swim school enrolments has seen this indicator back above pre-pandemic levels seen in 2019/20.
<b>Animal Management Health and safety</b>					
AM7 Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	100%	100%	89%	94%	16 of the 17 prosecution cases were successful in 2022/23, with the other being withdrawn.
<b>Food Safety Health and safety</b>					
FS4 Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	94.25%	97.65%	93.46%	88.74%	205 of the 231 critical non-compliance outcome notifications were followed up in the period.

AUDITED PERFORMANCE INDICATORS						
Service Performance Indicators		Results 2020	Results 2021	Results 2022	Results 2023	Comments
G5	<b>Governance Satisfaction</b>					This outcome is comparable with the results for Victoria and regional centres.
	Satisfaction with council decisions  [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	61	58	53	49	
LB4	<b>Libraries Participation</b>					Membership levels are trending upwards toward pre-pandemic levels.
	Active library borrowers in municipality  [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	12.19%	11.25%	8.98%	9.41%	
MC4	<b>Maternal and Child Health (MCH) Participation</b>					Out of the 5,295 participants enrolled, 3,810 attended the service at least once meaning participation level has remained consistent year to year.
	Participation in the MCH service  [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	71.63%	71.83%	73.03%	71.96%	

AUDITED PERFORMANCE INDICATORS						
Service Performance Indicators		Results 2020	Results 2021	Results 2022	Results 2023	Comments
MC5	<b>Maternal and Child Health (MCH) Participation</b> Participation in the MCH service by Aboriginal children  <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	71.56%	72.10%	68.05%	74.06%	98 children attended the service at least once, of the 133 enrolled. Data trend has remained quite consistent year to year.
	<b>Roads Satisfaction</b> Satisfaction with sealed local roads  <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	55	52	41	37	Combinations of inclement weather, increased traffic volumes and growth of the City have contributed to a deterioration in the condition of the sealed road network. This combination has contributed to a decrease in the community satisfaction for sealed roads.
SP4	<b>Statutory Planning Decision making</b> Council planning decisions upheld at VCAT  <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	75.00%	100.00%	100.00%	54.55%	Of the 11 planning decisions escalated to VCAT during the period, 5 were set aside and 6 were varied. The percentage rate of 54.55% is not necessarily a reflection of failures at VCAT as matters set aside in this case are an indication of matters being withdrawn and resolved through further mediation.
	<b>Waste Collection Waste diversion</b> Kerbside collection waste diverted from landfill  <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	43.07%	41.56%	41.47%	43.42%	Ballarat's recycling system changed in 2019/2020, with separate glass collection through community collection points, this reduced the volume of material in kerbside recycling bins in subsequent years. Since this change there has been a steady improvement in the recycling practises of our community.

FINANCIAL PERFORMANCE INDICATORS - EFFICIENCY										
Efficiency		Results 2020	Results 2021	Results 2022	Results 2023	Forecasts				Comments
						2024	2025	2026	2027	
Expenditure level										
E2	Expenses per property assessment	\$3,254.80	\$3,162.30	\$3,445.21	\$3,996.10	\$3,675.56	\$3,640.31	\$3,707.16	\$3,771.76	\$35.7m Asset Valuation adjustment recognised as expense
	[Total expenses / Number of property assessments]									
Revenue level										
E4	Average rate per property assessment	\$ 1,877.33	\$ 1,869.82	\$ 1,934.10	\$ 2,387.32	\$ 2,530.30	\$ 2,599.87	\$ 2,676.15	\$ 2,755.16	Slightly lower than the 2022/23 budget of \$2,427 per assessment for this measure, with the actual number of assessments being approximately 2.5% higher than budgeted.
	[General rates and Municipal charges / Number of property assessments]									

FINANCIAL PERFORMANCE INDICATORS - LIQUIDITY										
Liquidity		Results 2020	Results 2021	Results 2022	Results 2023	Forecasts				Comments
						2024	2025	2026	2027	
Working capital										Council's current assets have remained at similar closing balances over the past two financial years, while current liabilities have decreased due to lower levels in provisions and unearned grant income. Cash balances remain at much higher levels than budgeted due to delays in delivering planned capital works, this will be delivered in future years, hence the declining balance in the forecast figures.
L1	Current assets compared to current liabilities	262.21%	217.31%	234.75%	259.17%	163.03%	108.21%	152.04%	167.68%	
[Current assets / Current liabilities] x100										
Unrestricted cash										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), as this is required to be classed as Other Financial Assets. At 30 June 2023 there was \$129.5 million of such funds invested. This indicator would total 227.7% in 2022/23 if these funds were included.
L2	Unrestricted cash compared to current liabilities	-68.39%	-93.93%	-33.23%	47.51%	111.89%	72.62%	113.83%	129.62%	
[Unrestricted cash / Current liabilities] x100										

FINANCIAL PERFORMANCE INDICATORS - OBLIGATIONS										
Obligations		Results 2020	Results 2021	Results 2022	Results 2023	Forecasts				Comments
						2024	2025	2026	2027	
	<b>Loans and borrowings</b>									
O2	Loans and borrowings compared to rates  [Interest bearing loans and borrowings / Rate revenue] x100	36.96%	31.78%	26.43%	21.70%	18.46%	31.30%	34.63%	29.58%	The trend reflects that borrowings have been repaid over recent years, without any new borrowings being undertaken.
	<b>Loans and borrowings</b>									
O3	Loans and borrowings repayments compared to rates  [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.93%	5.52%	4.47%	4.23%	2.78%	1.91%	17.96%	5.07%	The trend reflects that borrowings have been repaid over recent years, without any new borrowings being undertaken, resulting in reduced repayments. The large ratio in 2025/26 relates to the planned refinancing of a \$23.1 million interest only loan.
	<b>Indebtedness</b>									
O4	Non-current liabilities compared to own source revenue  [Non-current liabilities / Own source revenue] x100	34.30%	31.28%	28.00%	29.52%	26.11%	24.01%	36.59%	32.39%	The trend reflects that borrowings have been repaid over recent years, without any new borrowings being undertaken.
	<b>Asset renewal and upgrade</b>									
O5	Asset renewal and upgrade compared to depreciation  [Asset renewal and asset upgrade expense / Asset depreciation] x100	78.40%	94.76%	112.33%	124.18%	135.94%	104.43%	100.01%	92.56%	The 2022/23 capital program included some large new asset projects including a Community Recreation Precinct, new Landfill Cell and constructed assets associated with land development.

FINANCIAL PERFORMANCE INDICATORS - OPERATING POSITION										
Operating Position		Results 2020	Results 2021	Results 2022	Results 2023	Forecasts				Comments
						2024	2025	2026	2027	
Adjusted underlying result										
OP1	Adjusted underlying surplus (or deficit)	2.74%	5.23%	3.37%	-5.81%	4.65%	6.08%	5.86%	5.10%	\$35.7m Asset Valuation adjustment recognised as expense
	[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									

FINANCIAL PERFORMANCE INDICATORS - STABILITY										
Stability		Results 2020	Results 2021	Results 2022	Results 2023	Forecasts				Comments
						2024	2025	2026	2027	
S1	<b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	66.78%	66.55%	65.62%	63.21%	65.64%	67.07%	67.96%	69.32%	Adjusted underlying revenue varies from year to year.
S2	<b>Rates effort</b> <i>Rates compared to property values</i>  [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.56%	0.53%	0.51%	0.38%	0.41%	0.45%	0.46%	0.49%	This indicator come down significantly due to the significant increase in property values in 2022/23.



## KEY TERMS

TERMINOLOGY	DEFINITION
Aboriginal child	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
Active library member	means a member of a library who has borrowed a book from the library
Adjusted underlying revenue	means total income other than:  (a) non-recurrent grants used to fund capital expenditure; and (b) non-monetary asset contributions; and, (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)
Adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
Annual report	means an annual report prepared by a Council under sections 98, 99 and 100 of the Local Government Act 2020
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Class 1 food premises	means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act
Class 2 food premises	means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act
Critical non-compliance outcome notification	means a notification received by Council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
Current assets	has the same meaning as in the Australian Accounting Standards
Current liabilities	has the same meaning as in the Australian Accounting Standards
Food premises	has the same meaning as in the Food Act 1984
Infrastructure	means non-current property (excluding land), plant and equipment
Local road	means a sealed or unsealed road for which the Council is the responsible road authority under the Road Management Act 2004
Major non-compliance outcome notification	means a notification received by a Council under section 19N(3) or (4) of the Food Act 1984, or advice given to Council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health service provided by a council to support the health and development of children within the municipality from birth until school age
Non-current assets	means all assets other than current assets
Non-current liabilities	means all liabilities other than current liabilities
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
Own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
Population	means the resident population estimated by Council
Rate revenue	means revenue from general rates, municipal charges, service rates and service charges
Recurrent grant	means a grant other than a non-recurrent grant
Relative socio-economic disadvantage	in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA
Residential rates	means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
Restricted cash	means cash and cash equivalents, within the meaning of the Australian Accounting Standards, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website
Unrestricted cash	means all cash and cash equivalents other than restricted cash

## OTHER INFORMATION

### Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 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 and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2020 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 28 June 2023 and which forms part of the Council Plan. The four year budget document includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The four year budget can be obtained by contacting Council.

## Certification of Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

**Jason Clissold**

**Principal Accounting Officer**

**Dated: 24 October 2023**

In our opinion, the accompanying Performance Statement of the *City of Ballarat* for the year ended 30 June 2023 presents fairly the results of Council's performance in accordance the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 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 2020 to certify this performance statement in its final form.

**Des Hudson**

**Mayor**

**Dated: 24 October 2023**

**Amy Johnson**

**Deputy Mayor**

**Dated: 24 October 2023**

**Evan King**

**Chief Executive Officer**

**Dated: 24 October 2023**

## How to obtain a copy and provide feedback

We welcome your feedback. Electronic copies of this document are available on our website at [ballarat.vic.gov.au](http://ballarat.vic.gov.au) and details on how to contact us can be found below.

- To receive this document in another format, phone 5320 5500, using the National Relay Service 13 36 77 if required, or email the Community Participation Team: [communityengagement@ballarat.vic.gov.au](mailto:communityengagement@ballarat.vic.gov.au)



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SEPTEMBER 2023