

deck and rear yard on the ground floor and a multipurpose space (with music recording), balcony, bar, kitchen and staff facilities/area at first floor. The site has 5 car spaces at the rear of the site with access to Porter Street with a public car park owned by Council with 57 car spaces opposite.

Main Road is one-way in this section with on-street car parking and has seen recent improvements to improve the public realm by installing parklets outside 2 of the existing food and drink premises to encourage more visitors in the area and make it a more lively destination. The site is approximately 120 metres from the nearest residentially zoned areas.

An aerial map and site photos are provided below with the subject site outlined in red:



Image 3. Site Map



Image 3. Main Road view



Image 4. Internal View





Image 5. Porter Street view

### **PERMIT HISTORY**

Planning Permit PLP/2008/236 was issued on 28 July 2008 for an on-premises liquor licence, dispensation of car parking and display of business identification signage associated with a restaurant.

Planning Permit PLP/2011/97 was issued on 12 May 2011 for alterations and additions to existing buildings, extension to existing restaurant and dispensation of car parking. The permit was amended on 22 November 2012 to increase the floor area and include approval for a liquor licence. The permit was further amended on 29 November 2016 to increase the red line plan to include the entire site and footpath.

### **PUBLIC NOTIFICATION**

The application was required to be advertised pursuant to Section 52 of the *Planning and Environment Act 1987*.

The following forms of advertising were undertaken:

- Notices sent to owners and occupiers of adjoining land (includes opposite); and
- Two A2 signs were placed on the land (front and back).

Council has received no objections in response to advertising.

### **EXTERNAL REFERRALS**

#### **Victoria Police**

No response has been received to date.

### **INTERNAL REFERRALS**

#### **Local Laws**

No objection was received subject to standard conditions relating to amenity, noise and requiring a footpath trading permit under local laws.

#### **Social Planning**

No objection was received however recommendations were made to restrict licensed footpath trading to 10pm. This is considered unnecessary as the site is 120 metres from the nearest residential area and the land is in a commercial zone. A condition has been included to require consumption of alcohol in the footpath and parklet areas to be associated with the serving of meals only.

**Environmental Health**

No objection was received subject to the inclusion of standard conditions relating to food preparation and amenity protection.

**KEY ISSUES**

The principal issues relevant to the application are as follows:

- Strategic Justification;
- Licensed Premises; and
- Cumulative Amenity Impacts.

**Strategic Justification**

It is the purpose of commercial areas to create “*vibrant mixed-use commercial centres for retail, office, business, entertainment and community uses.*” The Central Highlands Regional Growth Plan (a policy document under Clause 11.01-1S) is relevant as the proposal will “*maintain Ballarat’s Central Business District as the primary focus for commercial, retail and service activity in the city and region*”. Clause 17 (Economic Development) is also relevant, as the liquor licence’s red line plan will allow the proposed hotel to meet the needs of the local population visiting the Main Road thoroughfare within an existing activity centre.

Local policy at Clause 21.07 (Economic Development) sets out economic growth and activity centre strategies and objectives, including the identification of the Ballarat CBD as a Principal Activity Centre. Objective 5 to Clause 21.07-3 (Activity Centres) is to *transition retail focused activity centres into high amenity destinations for community life*. The proposal will directly implement Strategies 5.1 and 5.3 of Clause 21.07 as it will seek to activate the mixed-use precinct by widening the offer of entertainment uses within the Ballarat CBD and further activate the footpath area.

Local policy at Clause 21.09-1 (CBD) sets out strategies to facilitate the CBD as a key entertainment destination that includes ‘out-of-hours activation’. This policy provides an emphasis on *high quality public realm, pedestrian amenity and a people first approach to managing space*. The granting of a planning permit for this licence will directly implement the objectives and strategies for activity centres as outlined at Clause 21.07, Clause 21.09 and the objectives and strategies of the *CBD Strategy: Making Ballarat Central*.

**Licensed Premises**

Clause 52.17 (Licensed Premises) is relevant to this application. The purpose of the Clause is:

- *To ensure that licensed premises are situated in appropriate locations;*
- *To ensure that the impact of the licensed premises on the amenity of the surrounding area is considered.*

A number of matters must be considered when deciding on an application including:

- *The impact of the sale or consumption of liquor permitted by the liquor licence on the amenity of the surrounding area.*
- *The impact of the hours of operation on the amenity of the surrounding area.*
- *The impact of the number of patrons on the amenity of the surrounding area.*
- *The cumulative impact of any existing licensed premises and the proposed licensed premises on the amenity of the surrounding area*

Pursuant to Clause 52.27 (Licensed Premises), a planning permit is required if a different licence or category of licence is required from that which is in force. This application seeks to replace a Restaurant and Café Licence and Limited Licence with a General Licence.



As noted above, the site is located within an established commercial area, which is designated as Ballarat's CBD. Given the layout of the existing building and the nature of the uses in the immediate surrounding context, including retail, food and drink premises and other community and commercial enterprises, it is unlikely that any adverse amenity impacts would occur as a result of the proposed serving of alcohol on the site or within the footpath area. The nearest residential area is approximately 120 metres to the south and south-west.

Noise impacts associated with the licence are also not likely to be an issue as the site has been used for live music for some time with a number of modifications to the building so that it is designed, constructed and managed to minimise noise emissions from the premises and provide acoustic attenuation measures that would protect a noise sensitive residential use within 50 metres of the venue. Furthermore, the proposal was advertised to all properties within 50 metres of the venue with no objections received.

The existing licence is based on a restaurant use which is defined as:

*Land used to prepare and sell food and drink, for consumption on the premises. It may include:*

- a) entertainment and dancing; and*
- b) the supply of liquor other than in association with the serving of meals, provided that tables and chairs are set out for at least 75% of patrons present on the premises at any one time.*

*It does not include the sale of packaged liquor*

A Restaurant and Café Licence similarly requires seating for 75% of patrons. The applicant seeks more flexibility in the way he operates the site. The next relevant liquor licence is a General Licence associated with a Hotel use (as of right). The change of liquor licence is in response to the natural evolution of the site rather than new management or operation.

### **Cumulative Amenity Impacts**

The Department of Environment, Land, Water and Planning *Practice Note 61: Licensed Premises: Assessing Cumulative Impact June 2015* sets out guidelines to be used by Councils when assessing licensed premises including a food and drink premises. Cumulative impact refers to both positive and negative impacts that can result from clustering a particular land use or type of land use. Potential cumulative impact from a cluster of licensed premises will vary between locations, depending on the mix and number of venues and whether the area is a destination for activities associated with the supply of alcohol.

Cumulative impact is a product of the number and type of venues present, the way they are managed and the capacity of the local area to accommodate those venues. As the site is located in the Ballarat CBD there are a number of licensed premises located within a 500-metre radius of the site.

The following provides an adequate analysis of the potential for negative cumulative amenity impact:

- The other licenced premises within 500m of the vicinity are:
  - The Munster Arms Hotel - 110m north-east
  - Robin Hood Hotel - 240m north-west
  - Irish Murphy's - 500m north-west
- The General Licence opens the way for a greater percentage of vertical drinking.
- The permitted patron numbers of 140 with a small proportion to be permitted within the footpath area can create security issues at a more intoxicated level.
- The use of the footpath area and rear courtyard will be weather dependent and will not be used all-year round, requiring more people to congregate inside.

- The hours of serving alcohol is until 11pm Sunday to Wednesday and until 1am Thursday to Saturday.
- The proposal does meet the definition of a 'late night premises' as it operates after 11pm.

The following provides an adequate analysis of the potential for positive cumulative amenity impact:

- The site is located in a commercial zone where the predominant use is for retail (including food and drink premises) and offices with minimal detrimental amenity impacts.
- Security can manage 140 patrons with Ballarat Police Station 500 metres from the site.
- Use of the footpath of an evening creates an excitement and interest to passers-by, contributing to an appealing and vibrant area worth revisiting.
- Requiring the predominant activity to be associated with seated dining between the hours of 7am and 10am will passively restrict intoxication in a commercial area when most others will be commuting to work, while also allowing champagne breakfasts and the like to occur.
- Requiring the footpath and parklet to be associated with seated dining will passively control anti-social behaviour by limiting the number of patrons to those that can be seated, patrons will be seated in groups who will generally be known to one-another and will interact internally (rather than mingling and interacting with passers-by) and providing food and water with alcohol will lessen the effects of alcohol consumption.
- Positive food and drink experiences generally leave patrons in a positive and social mood which has a flow on effect to the broader CBD area as they continue with their day or night.
- Main Road is a continuation of Bridge Mall which will help to support the existing retail and dining area within the CBD with convenient access to services, parking and residences in an increasingly attractive setting.
- More patrons in an area passively encourages other businesses and landholders to invest in an area, further contributing to the vibrancy and activation of a commercial area.
- Live music can be heard in the local area contributing to the ambiance of the area, effectively providing free entertainment and creating excitement.
- Supporting the live music scene contributes to the culture of Ballarat and encourages bigger and better acts to visit Victoria's third largest city.

The above indicates that on the whole, the proposal will further contribute to a positive cumulative impact in the area immediately surrounding the subject site.

### **Officer Position**

Having regard to the internal and external referral responses and the Planning Scheme directions provided for this site and precinct it is considered that the approval of the extended licenced premises and minor modifications to licence conditions is an appropriate planning response.

### **LEGISLATION, COUNCIL PLAN, STRATEGY AND POLICY IMPLICATIONS**

Clauses relevant to the application include the following:

- *Planning and Environment Act 1987*;
- City of Ballarat Council Plan 2017-2021;
- Ballarat Planning Scheme.

**State Planning Policy Framework (SPPF)**

Clause 17 – Economic Development

**Local Planning Policy Framework**

Clause 21.01 – Municipal Overview

Clause 21.07 – Economic Development

Clause 21.09 – Local Areas

**Overlays**

Clause 43.01 – Heritage Overlay

**Particular Provisions**

Clause 52.05 – Advertising Signs

Clause 52.27 – Licensed Premises

In addition:

- *Charter of Human Rights and Responsibilities Act 2006*;
- City of Ballarat Council Plan 2017 – 2021;
- *Planning and Environment Act 1987*; and
- Ballarat Planning Scheme.

**REPORTING AND COMPLIANCE STATEMENTS**

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	Yes
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	Yes	Yes
<b>Financial /Resources</b>	No	No
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	No	No

**Human Rights and Social/Cultural** – The application has been assessed in accordance with the requirements of the *Planning and Environment Act 1987* and the Ballarat Planning Scheme. The assessment is considered to accord with the *Charter of Human Rights and Responsibilities Act 2006*. Specifically:

- Freedom of Expression (part 2 section 15);
- A fair hearing (part 2 section 24); and
- Entitlement to participate to public life (part 2 section 18).

**Social/Cultural** - This application provides outdoor dining in a rejuvenated and growing section of Armstrong Street North which has seen investments to bring people together over food and drink which in turn creates a town centre with increased vibrancy.

**Economic** – The application has had regard to the economic benefit of the proposed business and the economic benefits the business will bring to the restaurant precinct of Main Rd, Bakery Hill as an extension of Bridge Mall.

**Risk Management** – Conditions placed on any approved permit will ensure risk management of future patrons has been considered both internal and external to the building.



## **OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## **REFERENCE DOCUMENTS**

- Ballarat Planning Scheme; and
- Practice Note 61 – Licensed Premises: Assessing Cumulative Impacts

## **ATTACHMENTS**

1. PL P 201938 28 Main Road Bakery Hill Application for Planning Permit **[10.6.1]**
2. PL P 201938 28 Main Road Bakery Hill Planning Report **[10.6.2]**
3. PL P 201938 28 Main Road Bakery Hill Title Search **[10.6.3]**
4. PL P 201938 28 Main Road Bakery Hill VCGLR Red Line Plan - 47304 P 03 **[10.6.4]**

PLP/2019/38



Office Use Only

Application No.:

Date Lodged: / /

# Application for a Planning Permit

Planning Enquiries  
Phone: (03) 5320 5640  
Web: [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au)

If you need help to complete this form, read MORE INFORMATION at the end of this form.

**⚠** Any material submitted with this application, including plans and personal information, will be made available for public viewing, including electronically, and copies may be made for interested parties for the purpose of enabling consideration and review as part of a planning process under the *Planning and Environment Act 1987*. If you have any questions, please contact Council's planning department.

**⚠** Questions marked with an asterisk (\*) must be completed.

**⚠** If the space provided on the form is insufficient, attach a separate sheet.

**i** Click for further information.

Clear Form

## The Land **i**

Address of the land. Complete the Street Address and one of the Formal Land Descriptions.

### Street Address \*

Unit No.:	St. No.: 22-28	St. Name: MAIN RD
Suburb/Locality: BAKERY HILL		Postcode: 3350

### Formal Land Description \*

Complete either A or B.

**⚠** This information can be found on the certificate of title.

If this application relates to more than one address, attach a separate sheet setting out any additional property details.

A Lot No.:   Lodged Plan  Title Plan  Plan of Subdivision No.:

OR

B Crown Allotment No.: 10 10A 10B 11 Section No.: H

Parish/Township Name: BALLARAT

## The Proposal

**⚠** You must give full details of your proposal and attach the information required to assess the application. Insufficient or unclear information will delay your application.

**i** For what use, development or other matter do you require a permit? \*

Extend existing Licenced area.  
Change category of Liquor Licence  
Change trading hours.  
\*See attached information.

**ⓧ** Provide additional information about the proposal, including: plans and elevations; any information required by the planning scheme, requested by Council or outlined in a Council planning permit checklist; and if required, a description of the likely effect of the proposal.

**i** Estimated cost of any development for which the permit is required \*

Cost \$ 1,500 **⚠** You may be required to verify this estimate. Insert '0' if no development is proposed.



## Existing Conditions i

### Describe how the land is used and developed now \*

For example, vacant, three dwellings, medical centre with two practitioners, licensed restaurant with 80 seats, grazing.

Existing Licenced Restaurant.  
Lic No. 32295669  
Lic No. 36146286

Provide a plan of the existing conditions. Photos are also helpful.

## Title Information i

### Encumbrances on title \*

Does the proposal breach, in any way, an encumbrance on title such as a restrictive covenant, section 173 agreement or other obligation such as an easement or building envelope?

- Yes (If 'yes' contact Council for advice on how to proceed before continuing with this application.)
- No
- Not applicable (no such encumbrance applies).

Provide a full, current copy of the title for each individual parcel of land forming the subject site. The title includes: the covering 'register search statement', the title diagram and the associated title documents, known as 'instruments', for example, restrictive covenants.

## Applicant and Owner Details i

Provide details of the applicant and the owner of the land.

### Applicant \*

The person who wants the permit.

Name:		
Title: MR.	First Name: GLENN	Surname: STEVENS
Organisation (if applicable): MOPOKE GULLY PTY LTD (Licensee)		
Postal Address:		If it is a P.O. Box, enter the details here:
Unit No.:	St. No.: 28	St. Name: MAIN RD.
Suburb/Locality: BAKERY HILL	State: VIC	Postcode: 3350

Please provide at least one contact phone number \*

Contact information for applicant OR contact person below	
Business phone:	Email: mainbarp1339@gmail.com
Mobile phone: 0439 311 668	Fax:

Where the preferred contact person for the application is different from the applicant, provide the details of that person.

Contact person's details*		Same as applicant <input checked="" type="checkbox"/>
Name:		
Title:	First Name:	Surname:
Organisation (if applicable):		
Postal Address:		If it is a P.O. Box, enter the details here:
Unit No.:	St. No.:	St. Name:
Suburb/Locality:	State:	Postcode:

### Owner \*

The person or organisation who owns the land

Where the owner is different from the applicant, provide the details of that person or organisation.

Name:		Same as applicant <input checked="" type="checkbox"/>
Title:	First Name:	Surname:
Organisation (if applicable):		
Postal Address:		If it is a P.O. Box, enter the details here:
Unit No.:	St. No.:	St. Name:
Suburb/Locality:	State:	Postcode:
Owner's Signature (Optional):	Date:	
	day / month / year	





## Declaration

This form must be signed by the applicant \*

Remember it is against the law to provide false or misleading information, which could result in a heavy fine and cancellation of the permit.

I declare that I am the applicant; and that all the information in this application is true and correct; and the owner (if not myself) has been notified of the permit application.

Signature:

Date: 16 1 2019

day / month / year

## Need help with the Application?

General information about the planning process is available at [planning.vic.gov.au](http://planning.vic.gov.au)

Contact Council's planning department to discuss the specific requirements for this application and obtain a planning permit checklist. Insufficient or unclear information may delay your application.

Has there been a pre-application meeting with a council planning officer?

No  Yes

If 'Yes', with whom?: Chloe & Steph.

Date: - 12 18

day / month / year

## Checklist

Have you:

Filled in the form completely?

Paid or included the application fee?

Most applications require a fee to be paid. Contact Council to determine the appropriate fee.

Provided all necessary supporting information and documents?

A full, current copy of title information for each individual parcel of land forming the subject site.

A plan of existing conditions.

Plans showing the layout and details of the proposal.

Any information required by the planning scheme, requested by council or outlined in a council planning permit checklist.

If required, a description of the likely effect of the proposal (for example, traffic, noise, environmental impacts).

Completed the relevant council planning permit checklist?

Signed the declaration above?

## Lodgement

Lodge the completed and signed form, the fee and all documents with:

City of Ballarat  
PO Box 655  
Ballarat VIC 3353  
Town Hall  
Sturt Street  
Ballarat VIC 3353

**Contact information:**

Phone: (03) 5320 5500

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

DX: AUSDOC: 35030

Deliver application in person, by post or by electronic lodgement.





## **i** MORE INFORMATION

### The Land

Planning permits relate to the use and development of the land. It is important that accurate, clear and concise details of the land are provided with the application.

#### How is land identified?

Land is commonly identified by a street address, but sometimes this alone does not provide an accurate identification of the relevant parcel of land relating to an application. Make sure you also provide the formal land description – the lot and plan number or the crown, section and parish/township details (as applicable) for the subject site. This information is shown on the title.

See **Example 1**.

### The Proposal

#### Why is it important to describe the proposal correctly?

The application requires a description of what you want to do with the land. You must describe how the land will be used or developed as a result of the proposal. It is important that you understand the reasons why you need a permit in order to suitably describe the proposal. By providing an accurate description of the proposal, you will avoid unnecessary delays associated with amending the description at a later date.

**▲** Planning schemes use specific definitions for different types of use and development. Contact the Council planning office at an early stage in preparing your application to ensure that you use the appropriate terminology and provide the required details.

#### How do planning schemes affect proposals?

A planning scheme sets out policies and requirements for the use, development and protection of land. There is a planning scheme for every municipality in Victoria. Development of land includes the construction of a building, carrying out works, subdividing land or buildings and displaying signs.

Proposals must comply with the planning scheme provisions in accordance with Clause 61.05 of the planning scheme. Provisions may relate to the State Planning Policy Framework, the Local Planning Policy Framework, zones, overlays, particular and general provisions. You can access the planning scheme by either contacting Council's planning department or by visiting the Planning Schemes Online section of the department's website <http://planning-schemes.delwp.vic.gov.au>

**▲** You can obtain a planning certificate to establish planning scheme details about your property. A planning certificate identifies the zones and overlays that apply to the land, but it does not identify all of the provisions of the planning scheme that may be relevant to your application. Planning certificates for land in metropolitan areas and most rural areas can be obtained by visiting [www.landata.vic.gov.au](http://www.landata.vic.gov.au) Contact your local Council to obtain a planning certificate in Central Goldfields, Corangamite, Macedon Ranges and Greater Geelong. You can also use the free Planning Property Report to obtain the same information.

See **Example 2**.

#### Estimated cost of development

In most instances an application fee will be required. This fee must be paid when you lodge the application. The fee is set down by government regulations.

To help Council calculate the application fee, you must provide an accurate cost estimate of the proposed development. This cost does not include the costs of development that you could undertake without a permit or that are separate from the permit process. Development costs should be calculated at a normal industry rate for the type of construction you propose.

Council may ask you to justify your cost estimates. Costs are required solely to allow Council to calculate the permit application fee. Fees are exempt from GST.

**▲** Costs for different types of development can be obtained from specialist publications such as Cordell Housing: Building Cost Guide or Rawlinsons: Australian Construction Handbook.

**▲** Contact the Council to determine the appropriate fee. Go to [planning.vic.gov.au](http://planning.vic.gov.au) to view a summary of fees in the Planning and Environment (Fees) Regulations.

### Existing Conditions

#### How should land be described?

You need to describe, in general terms, the way the land is used now, including the activities, buildings, structures and works that exist (e.g. single dwelling, 24 dwellings in a three-storey building, medical centre with three practitioners and 8 car parking spaces, vacant building, vacant land, grazing land, bush block).

Please attach to your application a plan of the existing conditions of the land. Check with the local Council for the quantity, scale and level of detail required. It is also helpful to include photographs of the existing conditions.

See **Example 3**.

### Title Information

#### What is an encumbrance?

An 'encumbrance' is a formal obligation on the land, with the most common type being a 'mortgage'. Other common examples of encumbrances include:

- **Restrictive Covenants:** A 'restrictive covenant' is a written agreement between owners of land restricting the use or development of the land for the benefit of others, (eg. a limit of one dwelling or limits on types of building materials to be used).
- **Section 173 Agreements:** A 'section 173 agreement' is a contract between an owner of the land and the Council which sets out limitations on the use or development of the land.
- **Easements:** An 'easement' gives rights to other parties to use the land or provide for services or access on, under or above the surface of the land.
- **Building Envelopes:** A 'building envelope' defines the development boundaries for the land.

Aside from mortgages, the above encumbrances can potentially limit or even prevent certain types of proposals.

#### What documents should I check to find encumbrances?

Encumbrances are identified on the title (register search statement) under the header 'encumbrances, caveats and notices'. The actual details of an encumbrance are usually provided in a separate document (instrument) associated with the title. Sometimes encumbrances are also marked on the title diagram or plan, such as easements or building envelopes.

#### What about caveats and notices?

A 'caveat' is a record of a claim from a party to an interest in the land. Caveats are not normally relevant to planning applications as they typically relate to a purchaser, mortgagee or chargee claim, but can sometimes include claims to a covenant or easement on the land. These types of caveats may affect your proposal.

Other less common types of obligations may also be specified on title in the form of 'notices'. These may have an effect on your proposal, such as a notice that the building on the land is listed on the Heritage Register.

#### What happens if the proposal contravenes an encumbrance on title?

Encumbrances may affect or limit your proposal or prevent it from proceeding. Section 61(4) of the *Planning and Environment Act 1987* for example, prevents a Council from granting a permit if it would result in a breach of a registered restrictive covenant. If the proposal contravenes any encumbrance, contact the Council for advice on how to proceed.

You may be able to modify your proposal to respond to the issue. If not, separate procedures exist to change or remove the various types of encumbrances from the title. The procedures are generally quite involved and if the encumbrance relates to more than the subject property, the process will include notice to the affected party.

**▲** You should seek advice from an appropriately qualified person, such as a solicitor, if you need to interpret the effect of an encumbrance or if you seek to amend or remove an encumbrance.



22-28 Main Rd  
Bakery Hill  
Ballarat 3350

Current use,

The Main bar has operated for over ten years as a licensed pizza restaurant, café and live music venue. Our existing trading hours are; restaurant area and all external areas- Thursday to Saturday between 12 noon and 1 am the following morning. On any other day: between 10 am and 11 pm, deli area 9am-9pm and Anzac Day and Good Friday trading hours differ.

Patron numbers,

Our existing patron number is 140 and we are not proposing any changes. We will continue to offer meals including breakfast, lunch, and dinner. We would also like to cater to function, weddings and live music events. We are in an area with very little residential and have never had any complaints.

The proposal,

1. To extend the currently licensed area to include the decking area on Main Rd, re-instate the balcony and upstairs areas per plans.\*
2. To alter the category of license from Restaurant and Café No.32295669 and limited license No.36146286 to a General License.
3. To alter the current trading hours to Sunday 7am-11pm, Good Friday and Anzac Day 12 noon-11pm, Monday to Wednesday 7am-11pm and Thursday to Saturday 7 am- 1 am the following morning.

\*(which was omitted as an oversight on the latest red line plan.)





Copyright State of Victoria. This publication is copyright. No part may be reproduced by any process except in accordance with the provisions of the Copyright Act 1968 (Cth) and for the purposes of Section 32 of the Sale of Land Act 1962 (Vic) or pursuant to a written agreement. The information is only valid at the time and in the form obtained from the LANDATA REGD TM System. The State of Victoria accepts no responsibility for any subsequent release, publication or reproduction of the information.

**REGISTER SEARCH STATEMENT (Title Search) Transfer of Land Act 1958**

VOLUME 11234 FOLIO 091

Security no : 124075719815G

Produced 15/01/2019 04:23 PM

**LAND DESCRIPTION**

Land in Plan of Consolidation 371444D.

PARENT TITLES :

Volume 03013 Folio 523      Volume 06576 Folio 151      Volume 08032 Folio 557

Volume 10172 Folio 651      Volume 11046 Folio 897

Created by instrument PC371444D 29/10/2010

**REGISTERED PROPRIETOR**

Estate Fee Simple

Sole Proprietor

GLENN RICHARD STEVENS of 1 MACARTHUR STREET BALLARAT VIC 3350

PC371444D 29/10/2010

**ENCUMBRANCES, CAVEATS AND NOTICES**

MORTGAGE AG493699X 07/05/2009

AUSTRALIA AND NEW ZEALAND BANKING GROUP LTD

CAVEAT AM723470D 22/04/2016

Caveator

JACINDA STEVENS

Grounds of Claim

IMPLIED, RESULTING OR CONSTRUCTIVE TRUST.

Estate or Interest

FREEHOLD ESTATE

Prohibition

ABSOLUTELY

Lodged by

SLATER & GORDON

Notices to

SLATER & GORDON of 53 LYDIARD STREET SOUTH BALLARAT VIC 3350

Any encumbrances created by Section 98 Transfer of Land Act 1958 or Section 24 Subdivision Act 1988 and any other encumbrances shown or entered on the plan set out under DIAGRAM LOCATION below.

**DIAGRAM LOCATION**

SEE PC371444D FOR FURTHER DETAILS AND BOUNDARIES

**ACTIVITY IN THE LAST 125 DAYS**

NIL

-----END OF REGISTER SEARCH STATEMENT-----

Additional information: (not part of the Register Search Statement)

Street Address: 28 MAIN ROAD BAKERY HILL VIC 3350

**ADMINISTRATIVE NOTICES**

NIL


eCT Control 16165A ANZ RETAIL AND SMALL BUSINESS

Effective from 23/10/2016

DOCUMENT END

The following table will be present during testing only

Instrument Number	Document Type	Instrument Number Text	Instrument Type	Instrument SubType	Instrument Status	Search Section	Instrument Source
PC371444D	plan	PC371444D	PLAN OF CONSOLIDATION		Registered	DIAGRAM LOCATION	S
AG493699X	instrument	AG493699X	MORTGAGE		Registered	ENCUMBRANCES, CAVEATS AND NOTICES	

<b>Home</b>	Account: <b>324388</b>		Authority Fee(GST exclusive): <b>\$0.00</b> Service Fee(GST exclusive): <b>\$0.00</b> GST Payable: <b>\$0.00</b> Total: <b>\$0.00</b>	15/01/2019 04:24PM
-------------	---------------------------	---	--	-----------------------

©State Government of Victoria.



Delivered by LANDATA®. Land Use Victoria timestamp 15/01/2019 16:31 Page 1 of 1  
 © State of Victoria. This publication is copyright. No part may be reproduced by any process except in accordance with the provisions of the Copyright Act and for the purposes of Section 32 of the Sale of Land Act 1962 or pursuant to a written agreement. The information is only valid at the time and in the form obtained from the LANDATA® System. The State of Victoria accepts no responsibility for any subsequent release, publication or reproduction of the information.

Signed by Council: Ballarat City Council, Original Certification: 03/08/2010, S.O.C.: 03/08/2010

PLAN OF CONSOLIDATION		LR use only <b>EDITION 1</b>	Plan Number <b>PC371444D</b>
<b>Location of Land</b> Parish: BALLARAT Township: BALLARAT EAST Section: H Crown Allotments: 10, 10 <sup>A</sup> , 10 <sup>B</sup> & 11 Crown Portion: _____ Title References: VOL 3013 FOL 523, VOL 6576 FOL 151, VOL 8032 FOL 557, VOL 10172 FOL 651 & VOL 11046 FOL 897 Last Plan References: TP68040T, TP843802W, LOT 1, TP843803U, TP843842J, LOT 1, TP91974.1U, LOT 1 Postal Address: (at time of consolidation) 24-28 MAIN ROAD, BAKERY HILL 3350 MGA Co-ordinates (of approx centre of land in plan) E 753 020 Zone 54, N 5 838 760		<b>Council Certification and Endorsement</b> Council Name: BALLARAT CITY COUNCIL Ref: _____ 1. This plan is certified under section 6 of the Subdivision Act 1988. 2. This plan is certified under section 11(7) of the Subdivision Act 1988. Date of original certification under section 6 / / 3. This is a statement of compliance issued under section 21 of the Subdivision Act 1988.  Council Delegate Council seal Date / /  Re-certified under section 11(7) of the Subdivision Act 1988 Council Delegate Council Seal Date / /	
		LR use only Statement of Compliance / Exemption Statement Received <input checked="" type="checkbox"/> Date <b>25 / 10 / 2010</b>	
		LR use only PLAN REGISTERED TIME <b>1:57 pm</b> DATE <b>29 / 10 / 2010</b> _____ <b>Roscoe McJames</b> _____ Assistant Registrar of Titles	
		Notations DEPTH LIMITATION: 15 metres below the surface applies to all land in Crown Allotment 10 <sup>B</sup> 15.24 metres below the surface applies to all land in Crown Allotment 10 <sup>A</sup> Does not apply to the balance of the land THIS IS A SPEAR PLAN SURVEY: This plan is based on survey. This survey has been connected to permanent marks no(s) 700, 785, 786 & 982 in Proclaimed Survey Area no. 49	
Easement Information			
Legend: E - Encumbering Easement    A - Appurtenant Easement    R - Encumbering Easement (Road)			
Easement Reference	Purpose	Width (Metres)	Origin
			Land Benefited/In Favour Of
		STEELE SURVEYING PTY LTD Land Surveyors 6 Dawson Street North Ballarat 3350 Phone (03) 5333 2699	
Sheet 1 of 1 Sheet			
ORIGINAL SCALE 1:250	SHEET SIZE A3	SCALE 25 0 25 5 75 10 LENGTHS ARE IN METRES	LICENSED SURVEYOR (PRINT) <u>RICHARD JOHN STEELE</u> SIGNATURE <u>DIGITALLY SIGNED</u> DATE / / REF 2247    VERSION 1
		DATE / / COUNCIL DELEGATE SIGNATURE Original sheet size A3	

Signed by: Richard John Steele (Steele Surveying Pty Ltd) Surveyor's Plan Version (1) 27/07/2010



# LITTLE BRIDGE STREET

project **32295669**

Proposed Extension of Red Line Plan  
47304P03  
47304A03 1/1

22-28 Main Road

Ballarat

client  
Glen Stevens

drawing

APPROVED PLAN

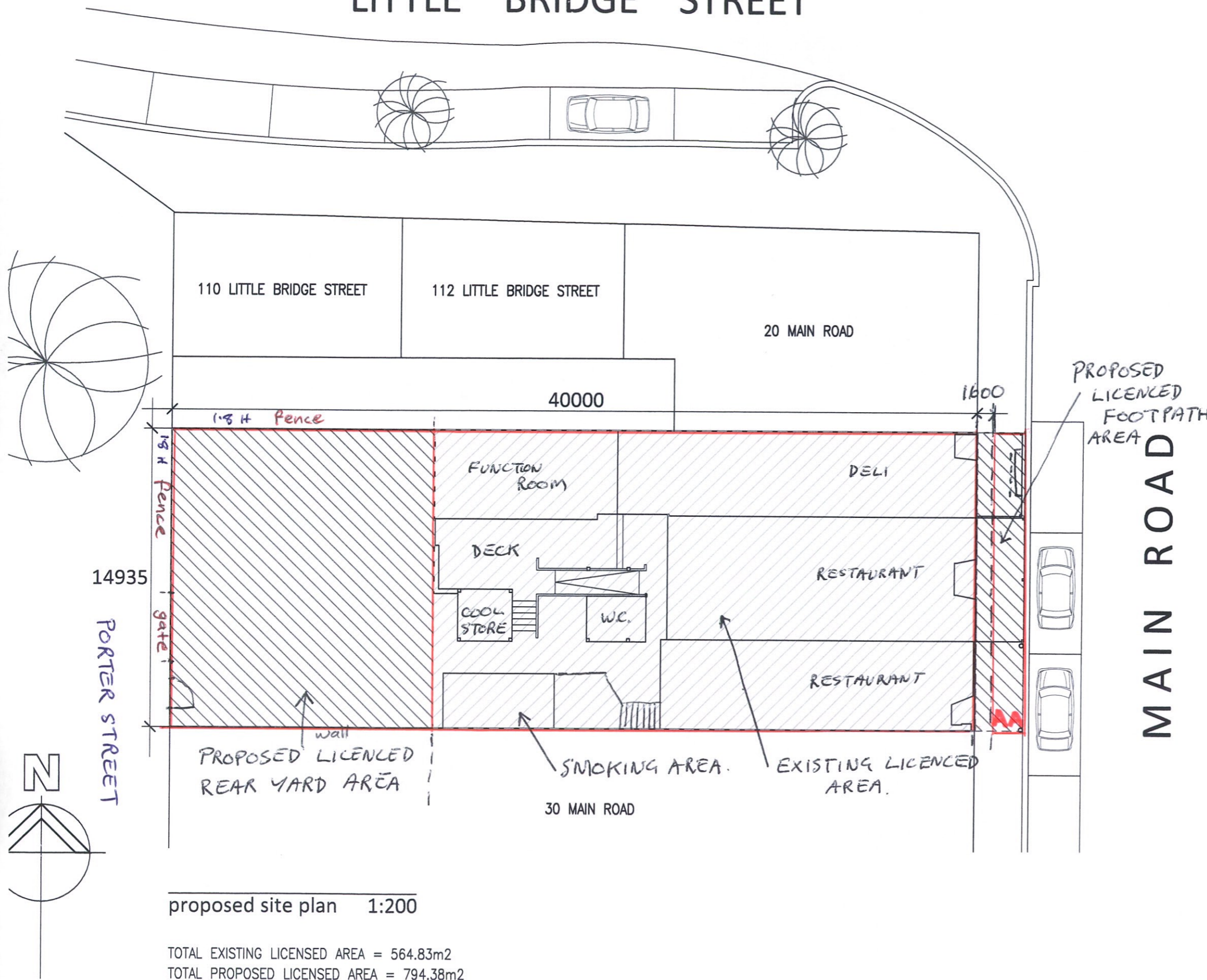
*Dilan* 24/10/17  
Delegate of the V.C.G.L.R.

date January 2016  
 drawn S.Callahan  
 checked  
 job no. 11062-Red Line Plan  
 drg no. 1 of 1  
 revision A  
 scale AS INDICATED AT A1

printed 1-9-17  
04 FEB 2018

FIGURED DIMENSIONS TAKE PRECEDENCE OVER SCALING.  
 CHECK ALL DIMENSIONS ON SITE PRIOR TO COMMENCEMENT OF ANY WORK OR SHOP DRAWINGS.

© COPYRIGHT OF DRAWINGS, SPECIFICATIONS & IN THE WORK EXECUTED FROM THEM REMAINS THE PROPERTY OF MADIN LYONS ASSOCIATES PTY LTD



proposed site plan 1:200

TOTAL EXISTING LICENSED AREA = 564.83m<sup>2</sup>  
 TOTAL PROPOSED LICENSED AREA = 794.38m<sup>2</sup>

**10.7. COUNCIL PLAN PROGRESS REPORT - QUARTER 3**

**Division:** Innovation and Organisational Improvement  
**Director:** Cameron Gray  
**Author/Position:** Cameron Gray – Director Innovation and Organisational Improvement

**OFFICER RECOMMENDATION****Council resolves to:**

- 1. Note the progress report for the Council Plan 2017-2021.**

**EXECUTIVE SUMMARY**

The purpose of this report is to present the progress update of Council's performance against the Council Plan 2017-2021. The period reported is from January 2019 to March 2019 (Quarter 3).

The three-month performance report, provided as an attachment, offers a summary of the progress against the four Council Plan goals; liveability, prosperity, sustainability and accountability.

The intent of this report is to give Councillors and the community the confidence that Council is on track to meet its published commitments.

Highlights from this progress report include:

- The Civic Hall Hub Precinct redevelopment (stage 1 of Civic Hall redevelopment) is now complete and an official opening was held on 1 March 2019. The facility was then successfully transitioned to in-house operations and management.
- The Ballarat Urban Forest Action Plan (2019) was adopted by Council on 13 March 2019. It sets an ambitious policy base and works program to manage all vegetation in Ballarat as a true "urban forest". Priority targets include increasing canopy coverage from existing 17 per cent to 40 per cent by 2040; achieving an increase in two hectares (20,000m<sup>2</sup>) of green space in the CBD; and developing tree precinct plans for priority areas of social vulnerability.
- The Ballarat Cycling Action Plan was adopted by Council in March 2017 and defined the Ballarat Bicycle Network for priority separated cycling routes which ultimately would mean more than 90 per cent of houses are within 400m of a priority cycling route. The Transport Accident Commission allocated \$9.3 million to VicRoads to deliver the routes. City of Ballarat has now finalised designs for its own 2018/19 bicycle investment, focused on the Warrenheip Gully Trail and key linkages from the east of the city onto the Canadian Creek Trail.



## RATIONALE

In accordance with Section 125 of the *Local Government Act 1989*, Council developed and adopted a four-year Council Plan on 28 June 2017.

The plan is a strategic document outlining what the City of Ballarat will do to help achieve Council's and the community's vision for Ballarat as a proud city that is bold, vibrant and thriving.

The plan describes Council's priorities and outcomes for its four-year term and how these will be resourced. It will also help reinforce Ballarat's position as the capital of Western Victoria over coming decades.

The plan has been divided into four goals:

- **Liveability:** Improve the quality of life for our community;
- **Prosperity:** Advance our economic position as the capital of Western Victoria;
- **Sustainability:** Protect, maintain and enhance our built and natural assets; and
- **Accountability:** Provide strong and decisive leadership, and transparent governance.

This report provides the third update for the financial year 2018-19 in relation to the actions taken and progress made to achieve these goals and strategic objectives.

Regular reporting to Councillors and the community is a key principle of transparency and good governance. This report will be provided to Council on a quarterly basis and published online for the community to access.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*; and
- City of Ballarat Council Plan 2017-2021.

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	No	No

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

**Social/Cultural** – The report is provided and made available to the community to increase awareness of the activities of Council, provide a mechanism for transparency and could increase community involvement in decision making at Council level.

**Risk Management** – Council is required to be compliant with the *Local Government Act 1989* regarding the Council Plan and annual reporting. This quarterly report supports that compliance.

**Financial/Resources** - This report contains no financial implications, however many of the initiatives contained within the Council Plan require Council to allocate funds in its 2018/19 budget to implement the Council Plan.

#### **OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

#### **REFERENCE DOCUMENTS**

- Nil

#### **ATTACHMENTS**

1. Council Plan - Progress Report Q 3 2018 19 **[10.7.1]**





CITY OF BALLARAT  
**COUNCIL PLAN**  
Progress Report, Quarter 3 2018-19







## WHAT IS THE COUNCIL PLAN?

The Council Plan is a strategic document outlining what the City of Ballarat will do to achieve Council's and the community's vision of Ballarat as a proud, bold, vibrant and thriving city. The 2017–2021 plan describes Council's priorities and outcomes for its four-year term, and how these will be resourced.

The Council Plan is underpinned by the Today Tomorrow Together: The Ballarat Strategy, which is a plan for our city until 2040 that outlines the community's vision of a greener, more vibrant and connected Ballarat. The Council Plan is an important document that drives everything the City of Ballarat does over a four-year period.

It sets the vision, priorities and outcomes for Council's term and lists how progress will be measured. The plan guides Council's annual budget, which determines the projects, services, events and other initiatives that will be funded and delivered in the next financial year. Each year, the community has opportunities to have its say on Council's proposed funding.

Council is held accountable for its progress on the Council Plan's outcomes through the City of Ballarat's Annual Report. Council's delivery of the Council Plan ultimately contributes to the community's vision, highlighted in the Ballarat Strategy.

## HOW WE WILL TRACK AND MEASURE OUR PROGRESS

Each of the Council Plan goals has a number of measures that will track Council's progress. Council will also report on its progress in completing the four-year priorities.

The measures included in this plan show the most up-to-date information available to Council. It should be noted that many data sets are only updated on a two, three or four yearly cycle. In many cases comparative data does not exist yet.

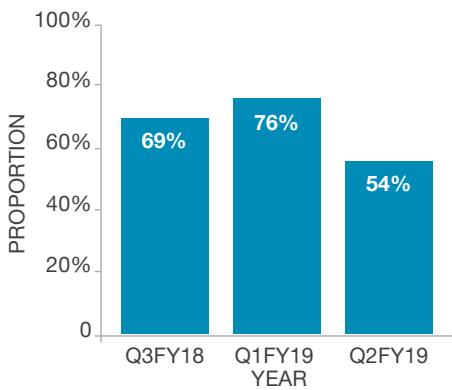
# WHAT WE PLAN TO ACHIEVE

## GOAL: LIVEABILITY

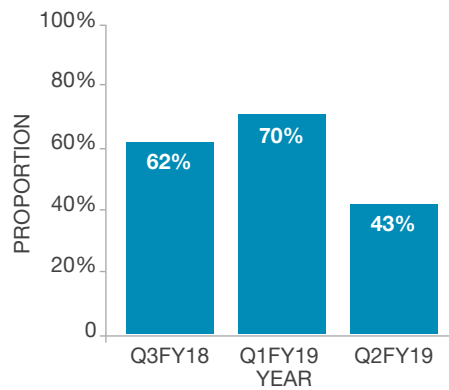
### Improve our community's quality of life

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





Percentage of planning permit applications decided within 60 calendar days.



Percentage of Vicsmart planning permit applications decided within 10 business days.











## What we have done






FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Strengthen our city by making Ballarat a people and all-age friendly city via improved access, participation, inclusion and respect-based projects and programs	Improved access, participation, inclusion and respect-based projects and programs conducted	In progress 	Access to the Cardigan Village Community Hall was improved. The Victoria Park Inclusive Play Space's accessible play equipment was upgraded and social scripts, which help teach social behaviours, were introduced. Improvements were made to the Miners Rest Primary School entrance footpath. The Food is Free site (Western Oval) received an accessible parking space. Main Road parklets had accessible ramps installed.
Increase community participation through the Social Infrastructure Program implementation, including Miners Rest Community and Sports Facility projects	Miners Rest Community and Sports Facility project complete	In planning 	Discussions have been held with Victorian Government representatives to progress and deliver a Miners Rest Community and Sports Facility.
Increase community participation through the Social Infrastructure Program implementation, including Girrabanya Integrated Community Hub projects	Girrabanya Integrated Community Hub projects complete	In progress 	Girrabanya Integrated Children's Centre stage 2 redevelopment was completed and construction has begun on stage 3. Planning is underway for two Wendouree Children's Centre consulting rooms for maternal and child health services.
Use community partnerships to create healthy and safe community places, and open passive recreation spaces, including a district level park and inclusive play space at MR Power Park in Sebastopol	A district level park and inclusive play space at MR Power Park in Sebastopol complete	In progress 	MR Power Park play space detailed design work is progressing well.



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Use community partnerships to create healthy and safe community places, and open passive recreation spaces, including a Wendouree Recreation Reserve Health and Wellbeing Precinct	A Wendouree Recreation Reserve Health and Wellbeing Precinct complete	In progress 	Awaiting further details of a \$7 million Victorian Government funding commitment for the Wendouree Recreation Reserve Renewal Project once the State Victorian Budget is delivered.
Develop the social capacity of our senior residents by working with internal and external partners to ensure infrastructure accessibility at all places and spaces	Infrastructure accessibility at all places and spaces	In progress 	Engagement with targeted internal departments has continued and new projects are beginning in relation to Lake Wendouree exercise equipment and appropriate, inclusive seating options.
Develop a learning city by delivering targeted programs and projects, including development of the Library Community Hub of the Future in the Ballarat CBD	Development of a vision and feasibility study for a Library Community Hub of the Future in the Ballarat CBD complete	In progress 	Council has been presented with a roadmap proposal for the City of Ballarat's future libraries. A CBD library redevelopment and refurbishment has been recommended, and an EOI is currently being developed for a future concept design.
Develop a learning city by delivering targeted programs and projects, including preparation of a Wendouree Library and Community Hub feasibility study	A Wendouree Library and Community Hub feasibility study complete	In progress 	A Wendouree Library and Community Hub feasibility study is currently underway. Future sites have been identified and presented to Council, with more work to be undertaken to identify the preferred site.
Develop a learning city by delivering targeted programs and projects, including Intercultural Cities Program participation	Direct participation in the Intercultural Cities Program through learning programs and targeted projects	In progress 	Intercultural Cities Program participation has included collaborating with other Australian member councils. Melton and Maribyrnong, and other potential member councils, to plan for staff learning programs regarding intercultural practice and responses to current racism and interfaith management issues.
Develop a learning city by delivering targeted programs and projects, including Bridging the digital divide	Digital competency classes available across the City of Ballarat libraries	In progress 	Digital competency classes are offered at all City of Ballarat libraries but funding applications have also been lodged to support more community digital literacy sessions. There has also been the introduction of two new STEAM (Science, Technology, Engineering and Mathematics) programs for children including the Little Bang Science Club and Hack It.
Develop a learning city by delivering targeted programs and projects, including Youth Entrepreneur programs	Youth Entrepreneur programs developed and delivered	In progress 	Sonic Sisterhood, which helps women and gender diverse youth to begin freelance musician entrepreneur pathways, has been completed. Networking, planning and partnerships have begun for program delivery in second half of 2019.
Improve community safety through initiatives such as urban design, public awareness and projects such as CCTV	Completion and evaluation of community safety projects	In progress 	Completed evaluations for Public Safety Infrastructure Grants for Little Bridge Street Pocket Park Project and a Graffiti Prevention Grant for the Wendouree West Laneway Safety Project. Partly completed are evaluations for Public Safety Infrastructure Grant for Wendouree West Recreation Reserve and a Safety Activation Project. Planning is underway for a Graffiti Prevention Grant for Little Bridge Street Bus Interchange, which is due 26 April 2019.








## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Create a new Municipal Health and Wellbeing Plan and implement key actions, including developing a regional health charter in partnership with other local LGAs	Regional health charter developed	In progress 	City of Ballarat has continued to work with key partners, including other LGAs, to identify collective factors influencing obesity rates. This included forums on how to influence obesity rates via existing planning processes, and a design project with local businesses representatives.
Create a new Municipal Health and Wellbeing Plan and implement key actions, including implementing a Council Food Policy	Food Policy implemented	In progress 	A draft Food Strategy has been developed and will be presented to Council in the near future. Following this, the strategy will be placed on public exhibition for further community feedback for at least a month.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets, such as Eastern Oval Stage 2 redevelopment	Eastern Oval Stage 2 redeveloped	In progress 	The lighting tender process and assessment has been completed, which is the project's final stage. The awarding of a contract is scheduled for the Council meeting on 3 April 2019.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets, such as Ballarat Sports and Events Centre completion	Ballarat Sports and Events Centre complete	In progress 	The Ballarat Sports and Events Centre is progressing well. Sports flooring has been installed and line marking is being completed. The car park construction is also well advanced. This indoor sport transformation project is scheduled for completion in June 2019.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets, such as the White Flat Recreation Reserve Master Plan, and developing the reserve as Ballarat's home of women's football	White Flat Recreation Reserve change rooms and lighting upgrade complete	In progress 	The White Flat Recreation Reserve change room, club room and amenities refurbishment will be completed mid-year, with the reserve converted to a then fully compliant female friendly facility.








## What we have done





FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Plan for future growth, including delivering sport and active living outcomes in Ballarat West	Delivering a sport and active living plan for Ballarat's growth in the west	In progress 	The Alfredton Recreation Reserve upgrade is being finalised through stakeholder consultation. The works will include a village green oval upgrade and new club and playing amenities for cricket, football and bowls. Construction will likely commence on this project later this year.
Plan for sport participation over coming decades by reviewing the Ballarat Recreation and Active Living Strategy	Ballarat Recreation and Active Living Strategy reviewed	In progress 	A draft Sport and Recreation Strategy, titled Active Ballarat, has been completed and is now scheduled for Council consideration, with further community consultation to follow and final adoption scheduled for late 2019.
Plan for sport participation over coming decades by reviewing the Ballarat Regional Tennis Strategy	Ballarat Regional Tennis Strategy reviewed	In progress 	Eight Ballarat Regional Tennis Centre courts have been re-surfaced. Further consultation and planning work is being undertaken with Ballarat's tennis representatives to finalise a Ballarat Regional Tennis Centre facility plan to ensure a capital improvement plan is included in the future recurrent sports infrastructure program.
Plan for sport participation over coming decades by reviewing the Ballarat Criterion Cycling Project	Ballarat Criterion Cycling Project reviewed	In planning 	A Sebastopol Cycling Club feasibility study highlighted the need for a purpose built criterium cycling facility in Victoria Park's south west. Ongoing planning is necessary to understand the detail of constructing a sustainable facility.
Provide positive leadership to promote Ballarat as a Child Friendly City, with a commitment to seek children's input in the decisions that will impact them as future citizens	Opportunities created for children to participate in decision-making	In progress 	During March 2019, Buninyong Primary School pupils were surveyed about what they like and don't like about Buninyong, and their vision for the town's future. This information will be incorporated into the Buninyong Local Area Plan, along with information collated from a range of other community groups.
Provide positive leadership to promote Ballarat as a Child Friendly City, and provide high quality information to assist families to access local community services and support	Information provided to assist families to access local community services and support	In progress 	Two new postcards have been developed for parent information: <ul style="list-style-type: none"> <li>• Promoting City of Ballarat website link to children and family services</li> <li>• Promoting Parent Place access</li> <li>• Encouraging families to register via the Central Kindergarten Registration scheme</li> <li>• Promoting access to two years of funded kindergarten via the Early Start Kindergarten program for eligible three-year-old children.</li> </ul> <p>Family &amp; Children's Services also provided pop-up Parent Place services at the Begonia Festival.</p>
Follow a primary prevention approach to prevent violence against women and children as outlined in the Communities of Respect and Equality 2016-2020 plan, of which Council is a signatory	Primary prevention approach to prevent violence against women and children followed	In progress 	The City of Ballarat Gender Equity Committee held an International Women's Day celebration and has applied for funding through VicHealth's Gender Equality through the Arts program. Female staff were also supported to attend the Australian Women's Leadership Forum through the Free from Violence grant funding.

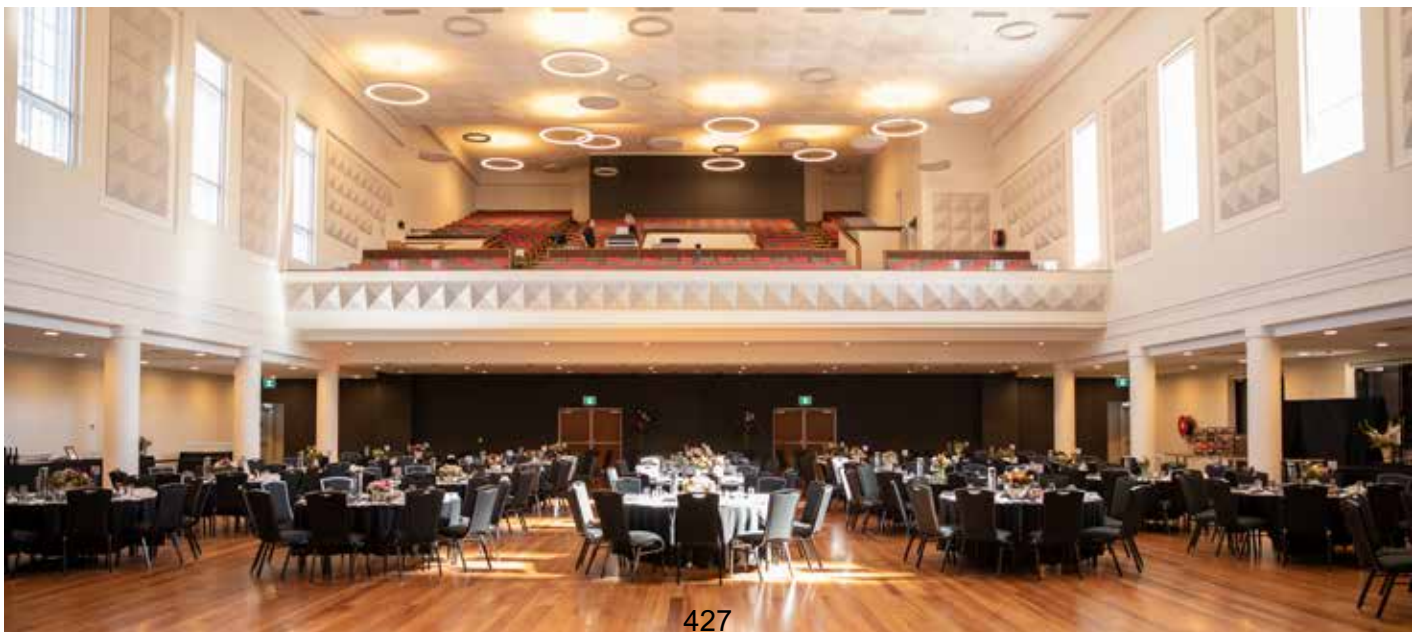
## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
<p>Develop our youths capacity through a Positive Youth Development model by providing effective learning and development approaches to achieve successful outcomes for young people</p>	<p>Learning and development programs delivered</p>	<p>In progress</p> 	<p>Learning and development/training opportunities delivered included:</p> <ul style="list-style-type: none"> <li>• Council Induction session</li> <li>• External and in-house media, marketing and communications training workshops</li> <li>• Event and risk management workshops,</li> <li>• Cultural awareness workshops delivered, including Ballarat's Aboriginal history</li> <li>• Planning commenced for training opportunities in public speaking, life skill programs, young men's health and wellbeing program, first aid and podcasts.</li> <li>• Mentoring of youth facilitators in workshop program design and delivery</li> </ul>
<p>Develop our youths capacity through a Positive Youth Development model by providing an inclusive ethos where leadership and decision-making practices engage young people, and is valued, respected and used to contribute to building a better Ballarat.</p>	<p>Young people involved in leadership and decision-making practices</p>	<p>In progress</p> 	<ul style="list-style-type: none"> <li>• Representation of youth member on Bakery Hill/Bridge Mall Community working group</li> <li>• Representation of young people on Rock the Block planning committee</li> <li>• Youth led planning of Victorian Youth Week initiatives</li> <li>• Continuation of GirlSpace program, a fortnightly program of various social and health and wellbeing initiatives for a diverse group of young women. Young women plan and deliver the initiatives in partnership with various community agencies.</li> <li>• Inclusion of young men in the commencement and planning for Young Men's Group focusing on the physical, social and emotional wellbeing of young men.</li> <li>• Youth led planning of 2019 volunteer activities/ initiatives within Youth Council and FReeZA programs.</li> <li>• Initial discussions with Councillors and ELT to provide platform for youth consultation in Council decision making</li> </ul>
<p>Develop our youths capacity through a Positive Youth Development model by providing volunteering opportunities to engage young people to learn and contribute to our community</p>	<p>Youth volunteering opportunities provided</p>	<p>In progress</p> 	<ul style="list-style-type: none"> <li>• Representation of youth member on Bakery Hill/Bridge Mall Community Working Group</li> <li>• Representation of young people on Rock the Block planning committee</li> <li>• Youth-led planning of Victorian Youth Week initiatives</li> <li>• Continuation of GirlSpace program, a fortnightly program of various social, health and wellbeing initiatives for a diverse group of young women. Young women plan and deliver the initiatives in partnership with various community agencies.</li> <li>• Inclusion of young men in the Young Men's Group planning, focusing on young men's physical, social and emotional wellbeing</li> <li>• Youth-led planning of 2019 volunteer activities/ initiatives within Youth Council and FReeZA programs</li> <li>• Initial discussions to provide a platform for youth consultation in Council decision making</li> </ul>



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop our youths capacity through a Positive Youth Development model by providing partnerships and social networks that connect youth to community planning, programs and initiatives	Involvement of young people in planning, programs and initiatives	In progress 	<ul style="list-style-type: none"> <li>Representation of youth member on Bakery Hill/Bridge Mall Community Working Group</li> <li>Representation of young people on Rock the Block planning committee and event day operations</li> <li>Youth-led planning of Victorian Youth Week initiatives</li> <li>Beginning of planning for Young Men's Group focusing on young men's physical, social and emotional wellbeing</li> <li>Beginning of planning for a collaborative project between Sonika and CASA to be delivered later this year</li> </ul>
Develop our youths capacity through a Positive Youth Development model by providing ethical promotion of youth through positive images, role models and stories about young people to the community	Promotional activities of youth conducted	In progress 	<ul style="list-style-type: none"> <li>Ongoing use of social media platforms, media releases and internal communication used to promote activities, talents, skills, abilities and achievements of young people</li> <li>Use of internal expertise within the City of Ballarat Communications and Marketing Unit to attend mini mentoring sessions with Sonika volunteers</li> <li>Training opportunities in social media, media relations, social media ROI, pod casting and short film production so young people may creatively tell their own stories</li> <li>Engaging the City of Ballarat Communications and Marketing Unit to create video clips of Youth Development programs, events and activities</li> </ul>
Protect, recognise and promote indigenous culture, heritage and place	Reconciliation Action Plan (RAP) Working Group meets twice per year to monitor and report on RAP implementation	In progress 	The RAP is in a final approval process with Reconciliation Australia. Further consultation with the local Aboriginal organisation, Wadawurrung, has resulted in minor delays in its final endorsement. It is expected to be finalised by early June 2019.
An increase in consultation with children	Attendance by children in consultation events or programs	In progress 	A total of 155 Buninyong Primary School pupils participated in a survey about their community views, which will be incorporated into the Buninyong Local Area Plan.










# WHAT WE PLAN TO ACHIEVE

## GOAL: PROSPERITY

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






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

#### What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete Civic Hall Hub Precinct redevelopment	Civic Hall Hub Precinct redevelopment complete	Complete 	The Civic Hall Hub Precinct redevelopment (stage 1 of Civic Hall redevelopment) is now complete and an official opening was held on March 1 2019. The facility was then successfully transitioned to in-house operations and management.
Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs	Ballarat Economic Program implemented	In progress 	The City of Ballarat continued to implement the Ballarat Economic Program. The Economic Development Team attended numerous trade shows and exhibitions, undertaking proactive sales activities. The team continued a successful concierge program to support businesses through Council processes, and provides assistance and site selection support to potential investors.
Generate CBD jobs by developing and implementing a Bakery Hill Master Plan and renewing key sites	Council adoption of Bakery Hill Master Plan and progress towards renewing key sites	In progress 	Bakery Hill Master Plan Stage 1 consultation is complete. Stage 2 consultation is currently underway, including release of Response to Feedback Report.
Generate CBD jobs by developing and implementing an Arts Precinct Master Plan	Arts Precinct Master Plan implemented	In progress 	The Arts Precinct Master Plan has been incorporated into the larger Creative City Strategy and Precinct Master Plan, which has been approved by the project control group and project steering committee. The Creative City Strategy is due to proceed to Council for adoption in May 2019.
Develop and implement an Events, Arts and Culture Strategy (including film) and facilitate new regional and state significant events and festivals	Events, Arts and Culture Strategy implemented	In progress 	The Events, Arts and Culture Strategy has evolved into two separate strategies, with the Arts and Culture Strategy now the Creative Cities Strategy which is due to go to Council for adoption in May 2019. The Ballarat Events Strategy 2018 - 2028 is now complete and is the primary tool to assess events that may fill potential gaps in the current community events calendar. The Ballarat Events Strategy also provides guidance on funding levels to support tourism based events.
Implement Ballarat Strategy headline actions, including Urban Forest Strategy	Council adoption of Urban Forest Strategy	Complete 	The Ballarat Urban Forest Action Plan (2019) was adopted by Council on 13 March 2019. It sets an ambitious policy base and works program to manage all vegetation in Ballarat as a true "urban forest". Priority targets include increasing canopy coverage from existing 17 per cent to 40 per cent by 2040; achieving an increase in two hectares (20,000m <sup>2</sup> ) of green space in the CBD; and developing tree precinct plans for priority areas of social vulnerability.
Ballarat Long-term Growth Options Investigation Plan	Complete Ballarat Long-term Growth Options Investigation Plan	In progress  428	The Ballarat Long-Term Growth Options Investigation Plan is being finalised.












## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Implement Ballarat Strategy headline actions, including the 10 Minute City (Cycling Action Plan)	10 Minute City (Cycling Action Plan) implemented	Complete 	The Ballarat Cycling Action Plan was adopted by Council in March 2017 and defined the Ballarat Bicycle Network for priority separated cycling routes which ultimately would mean more than 90 per cent of houses are within 400meters of a priority cycling route. The Transport Accident Commission allocated \$9.3 million to VicRoads to deliver the routes. City of Ballarat has now finalised designs for its own 2018/19 bicycle investment, focused on the Warrenheip Gully Trail and key linkages from the east of the city onto the Canadian Creek Trail.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Buninyong complete	In progress 	Consultation phase 1 has been completed and a background report is being prepared.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Warrenheip complete	Not started 	Planned to commence 2020.
Advance major projects, including Ballarat West Employment Zone future stages	Ballarat West Employment Zone future stages advanced	In progress 	BWEZ stage 1 and 1b are selling beyond expectation. Civil works continue on stage 1b and funding options are being investigated for stage 2.
Advance major projects, including Ballarat Freight Hub	Ballarat Freight Hub advanced	In planning 	Submitted Ballarat Intermodal Freight Hub funding application to the Victorian Government. Currently awaiting outcome. Detailed planning is underway to advance construction cost estimates. Confirmation has been received that Federal funding is secure.



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advance major projects, including Ballarat Innovation Centre	Ballarat Innovation Centre advanced	In planning 	The City of Ballarat Economic Development Unit is actively supporting a private partner to secure suitable land to develop the Ballarat Innovation Centre in the Ballarat West Employment Zone.
Advance major projects, including Waste to Energy Facility	Waste to Energy Facility advanced	In planning 	The City of Ballarat has entered into a Heads of Agreement with Malaysian Resources Corporation Berhad to advance a Waste to Energy facility in Ballarat, and has engaged a commercial advisory and probity advisor to support due diligence checks. Lobbying for Victorian and Australian Government support continues. Note, given the development will be private sector led, with Victorian Government land ownership and the challenges of passing through a regulatory environment, there is no ability to guarantee delivery in this Council Plan term.
Advance major projects, including Ballarat Aviation Emergency Services Hub	Ballarat Aviation Emergency Services Hub advanced	In planning 	Lobbying and multiple unsuccessful funding bids have led Council to consider a staged approach to deliver a foundation project that will secure the runway (lengthen, strengthen) for core aviation uses. Continued lobbying and advocacy has taken place.
Advance major projects, including Latrobe Street renewal (current Ballarat Saleyards site)	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In progress 	Stage 1 community consultation is complete. Issues and opportunities paper being prepared with funding from the Victorian Planning Authority to assist.
Advance major projects, including Her Majesty's Ballarat redevelopment	Her Majesty's Theatre redevelopment advanced	In progress 	Stage 1 of the theatre's redevelopment is continuing with completion due in July 2019. A strong advocacy campaign has taken place to generate community interest and support. The Victorian Government has committed \$10 million and the City of Ballarat is seeking an additional \$5 million from the Australian Government for stage 2.
Advance major projects, including Ballarat Fernery redevelopment	Ballarat Fernery redevelopment advanced	In progress 	Construction company appointed to rebuild the fernery. Awaiting Heritage Victoria permits.
Advance major projects, including Victoria Park Master Plan	Victoria Park Master Plan initiatives progressively implemented	In planning 	The redevelopment of Victoria Park sporting infrastructure specifically for soccer and cricket will be undertaken as part of the Sport and Recreation Victoria (SRV) loans scheme. The project will include redeveloped soccer pitches, a cricket facility and lighting, along with a new sports amenity building. Early planning is currently being progressed.
Develop Ballarat as a digital transformation and ICT leader	Progress of Digital Strategy	In progress 	City of Ballarat led a Rural Councils Transformation Program submission on behalf of Central Highlands Councils Victoria for a \$5 million work program - the largest being the implementation of a common online customer system for regulatory services.
Meeting timelines, budget and quality measures	Satisfy <i>Local Government Act 1989</i> requirements in regards to budget adoption, council plan and annual statement	In progress 	As per the <i>Local Government Act</i> , the City of Ballarat is meeting timelines in regards to budget adoption, Council Plan and the annual statement.



# WHAT WE PLAN TO ACHIEVE





## GOAL: SUSTAINABILITY

### Protect, maintain and enhance our built and natural assets










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



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete and deliver the Ballarat Integrated Transport Action Plan	Ballarat Integrated Transport Action Plan delivered	In progress 	Integrated Transport Plan development is progressing with discussion papers currently being prepared on topics such as heavy rail, public transport, walking, aviation and emerging transport technology. A community engagement process around the future of transport in Ballarat will commence mid-2019.
Complete the Ballarat Link Road to the Glenelg Highway	Ballarat Link Road to the Glenelg Highway delivered	Not started 	Works are dependent on Victorian Government funding. Extensive lobbying was carried out during the Victorian Government elections, with a Council delegation also lobbying in Canberra. Funding commitments were verbalised and supported but actual announcements are pending.
Deliver enhanced flood protection for Ballarat	Flood protection for Ballarat enhanced	In progress 	A flood mitigation program has been developed to prioritise flood mitigation works based on risk. Programmed work is underway for the minor works and design work is underway for the major mitigation works.
Deliver Ballarat Strategy headline actions, including Waste to Energy project	Waste to Energy project delivered	In planning 	The City of Ballarat has entered into a Heads of Agreement with Malaysian Resources Corporation Berhad to advance a Waste to Energy facility in Ballarat, including engaging a commercial advisory and probity advisor to support due diligence checks. Lobbying for Victorian and Australian Government support continues. Note, given the development will be private sector led, with Victorian Government land ownership and the challenges of passing through a regulatory environment, there is no ability to guarantee delivery in this Council Plan term.

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Deliver Ballarat Strategy headline actions, including beautification of entrances and boulevards	Beautification of entrances and boulevards complete	In progress 	Irrigation works being undertaken in Victoria Street. Garden bed edges being replaced in Sturt Street gardens. Replacement of staircase in Sturt Street gardens. Renovations of lawns in Sturt Street.
Deliver a sustainable approach to environmental management by working with community stakeholders: Central Victorian Greenhouse Alliance Action Group	Central Victorian Greenhouse Alliance Action Group partnership established	In progress 	Planning for potential investment in efficient street lighting for western and northern Victoria. Renewal energy planning in progress and advocacy work for electric vehicles in Australia.
Deliver a sustainable approach to environmental management by working with community stakeholders: Catchment management and landcare groups	Catchment management and landcare groups partnerships established	In progress 	Continue to work with management and landcare groups.
Deliver a sustainable approach to environmental management by working with community stakeholders: Clean Ballarat	Clean Ballarat partnership established	In progress 	Clean Ballarat Committee meet quarterly. Currently focusing on Waste to Energy and All Waste Interchange at BWEZ.
Deliver a sustainable approach to environmental management by working with community stakeholders: Regional Sustainability Alliance Ballarat	Regional Sustainability Alliance Ballarat partnership established	In progress 	In process of reviewing the MOU. Key focus is stronger connections with key strategic planning issues in Ballarat to shape our future
Develop a state-of-the-art animal shelter for Ballarat and the region	State-of-the-art animal shelter developed	In progress 	Updated feasibility study undertaken and meetings with partnering councils has taken place in March 2019. A review of the work undertaken to date will now take place and it is likely a strong advocacy program will need to be developed in the coming quarter.
Develop and implement climate change adaptation initiatives with targets for emissions reductions	Climate change adaptation initiatives implemented	In progress 	Carbon Strategy report progressed to Council for adoption in April 2019.
Increase government funding for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	In progress 	Bridge renewal program funding is ongoing. Australian Road to Recovery funding has recently been increased in yearly allocations to 30 June 2024. The Australian Government has recently announced additional Road to Recovery funding as an election commitment. Regional Roads have called for Fixing Country Roads round 2 funding, with applications made for Gillies Road and Ring Road. Announcements are yet to be made. Victorian Government funding has been committed to the Charlesworth Street flood mitigation works as part of a statewide dam safety initiative. Construction is programmed in 2019/20.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In progress 	Enhancement works for Yarrowee Creek weed removal are progressing.



# WHAT WE PLAN TO ACHIEVE



## GOAL: ACCOUNTABILITY

### Provide strong and decisive leadership, and transparent governance






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



### What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advocate for Ballarat's priorities and enhance the city's reputation as the capital of Western Victoria.	Advocacy for Ballarat's priorities undertaken	In progress 	The City of Ballarat has lobbied to both the state and federal level including <ul style="list-style-type: none"> <li>regular meetings with local and regional state representatives post the 2018 election</li> <li>meetings with Ballarat MHR Catherine King and other national ministers and leaders</li> <li>lobbying trip to Canberra in February 2019 including 11 meetings with Ministers and Departments to pitch a package of five projects, including:               <ul style="list-style-type: none"> <li>- Ballarat Airport Upgrade (\$5 million)</li> <li>- Her Majesty's Ballarat renovation (\$5 million)</li> <li>- Female change rooms at the City Oval (\$500,000)</li> <li>- CBD heritage verandahs reinstatement (\$500,000)</li> <li>- Victoria Park Inclusive Play Space enhancements (\$500,000)</li> </ul> </li> </ul>
Engage and communicate with our community and other stakeholders	Engagement activities conducted	In progress 	Engagement processes facilitated include Bakery Hill Master Plan, Wendouree Railway Station Precinct, Doug Dean Reserve Master Plan, Ballarat's Creative Strategy, better flood planning for Ballarat, Brown Hill Local Area Plan, Active Ballarat, White Flat Recreation Reserve, Miners Rest Community Listening Post, Lucas Community Listening Post and a Sebastopol Community Coffee Morning.

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Reduce unnecessary regulations and advocate for the removal of regulatory burdens from other tiers of government	Advocacy for the removal of regulatory burdens from other tiers of government undertaken	In progress 	The City of Ballarat continues to advocate for the removal of regulatory burdens from other tiers of government.
Implement the Digital Strategy, better use innovative online engagement tools and make our information and data accessible to our community and stakeholders	Digital Strategy implemented	In progress 	The Digital Strategy implementation continues. Projects currently nearing completion include a small business online application delivery. This will ensure our customers need only submit one form for the approval of a small business within Ballarat.
Investigate and deliver shared local government services within the region	Shared local government services delivered	In progress 	City of Ballarat led a Rural Council Transformation Program submission on behalf of Central Highlands Councils Victoria members. The business case submitted has requested \$5 million in funding for regional shared services delivery and implementation of a new customer online platform.
Review business operations to drive financial and service improvements	Financial and service improvements	In progress 	Continuous Improvement projects have included a review of the Ballarat Aquatic and Lifestyle Centre, and recruitment and invoicing improvements.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	Lobbying efforts continue to be a focus for the City of Ballarat, with the focus on Federal-level projects in the lead up to the release of the Australian Government's budget and the election.







@BallaratCityCouncil



@cityofballarat

435



cityofballarat

**10.8. ROYAL SOUTH STREET STRATEGIC PARTNERSHIP APPLICATION**

**Division:** Development and Planning  
**Director:** Angelique Lush  
**Author/Position:** Jeff Johnson – Executive Manager Events and the Arts

**OFFICER RECOMMENDATION**

**Council resolves to:**

- 1. Approve a Strategic Partnership Grant to the Royal South Street Society (RSSS) for the Royal South Street Eisteddfod event for a four-year period from 1 July 2019 to 30 June 2022 of \$60,000 (excl. GST) cash funding per year; and**
- 2. Acknowledge the Royal South Street Society's significant contribution to Ballarat and the region's performing arts community and associated businesses; and**
- 3. Note that this funding will be provided with the conditions relevant to the Strategic Partnership Grant Program and that Council may withhold part of the proposed funding in any given year where Her Majesty's Theatre is available for full use by the RSSS.**

**EXECUTIVE SUMMARY**

The Royal South Street Society (RSSS) requests a Strategic Partnership to help fund an increase in the effectiveness and reach of its marketing and promotion of the annual Royal South Street Eisteddfod. The need for additional marketing activity is to increase audience and participant numbers which have declined due in part to the closure Her Majesty's Theatre (HMT) for major construction works.

In past years over 11,000 competitors performed in the Eisteddfod at Her Majesty's to some 34,000 audience members annually. In 2018 RSSS Eisteddfod applications fell by 18% with a significant number of elite championship calisthenic and dance schools choosing not to participate. It is understood that this result was largely due to uncertainty about the availability of HMT and RSSS's ability to produce a professional theatre style offering outside of HMT.

Officers have reviewed the Strategic Partnership funding request against the program guidelines and recommend providing financial support for the requested four-year term. This grant allocation aligns with the purpose of the Strategic Partnership Program, the 2018 – 2028 (City of Ballarat) Events Strategy, the Draft Creative City Strategy and delivers on the Deed of Agreement between the Ballarat City Council and RSSS 1987.

**RATIONALE**

On 22 February 2017, Council adopted the City of Ballarat Grants Policy (R66/17). The purpose of the grants policy is to ensure that recipients are able to deliver quality programs, events, products and services which are of great benefit to Ballarat and which bring a wide range of social, environmental and economic returns to the City. Included in the Grants Policy is the Strategic Partnerships Grant Program, a non-competitive process to fund organisations or businesses to deliver Council identified initiatives which must align with community needs and Council's Strategic Objectives, as articulated in the Council Plan.

---

RSSS have reported that year on year, prior to the necessary structural works at HMT, competitor and audience numbers grew steadily. However, the 2018 competition saw a sharp decline, which is largely attributed to HMT not being available. Many leading dance schools and the Senior Championship Calisthenics Clubs chose not to attend. This led to a significant drop in revenue. To address this decline RSSS is planning a concerted marketing effort to restore entry numbers and consequent overnight stays in Ballarat. A Strategic Partnership grant would assist in this effort.

RSSS is a significant and major cultural tourism attraction for Ballarat and Officers calculate the economic impact to be \$5,569,524 each year.

#### RSSS Requested Support

\$255,000 (excl. GST) paid over 4 years.

#### **Year 1 - 2019/20 \$75,000**

Advertising \$45,000  
Marketing \$15,000  
Design & Printing \$7000  
Advertising & Marketing Administration \$8000

#### **Year 2 - 2020/21 \$60,000**

Advertising \$40,000  
Marketing \$10,000  
Design & Printing \$4500  
Advertising & Marketing Administration \$5500

#### **Year 3 - 2021/22 \$60,000**

Advertising \$40,000  
Marketing \$10,000  
Design & Printing \$4500  
Advertising & Marketing Administration \$5500

#### **Year 4 - 2022/23 \$60,000**

Advertising \$40,000  
Marketing \$10,000  
Design & Printing \$4500  
Advertising & Marketing Administration \$5500

*Note. RSSS is currently in year 3 of a 3-year tourism and events grant, which provides \$15,000 in cash funding per year. This \$15,000 is included in the requested amount for Year 1 funding above.*

#### Options

Three funding options were identified by Officers:

---



**Option 1**

Commit funding of \$255,000 (excl. GST) of funding over a four (4) year term with a caveat to withdraw funding should HMT become available for use by the RSSS.

While this option would provide the full funding amount requested by the RSSS while access to HMT is compromised, it could be perceived as providing a disincentive to RSSS to utilise HMT when it returns to full operation.

**Option 2 (Recommended)**

Commit funding of \$240,000 over a four (4) year term, (\$60,000 per year) and consequently revoke the final year of the current Tourism Event Grant of \$15,000. Included in this option is the ability for Council to reduce funding should HMT become available and used by RSSS. This option provides for a security of funding for the activities of the RSSS at a level that maintains broader community and business benefit while the ongoing refurbishment works at HMT are undertaken.

**Option 3**

Do not enter into a Strategic Partnership with RSSS and continue with the final year of the three year Tourism Event grant of \$15,000. While this option maintains the status quo, it does not take into consideration the considerable contribution that the RSSS and the annual Eisteddfod makes to the cultural and artistic life of Ballarat let alone the economic benefit to the region.

Letters of support for the RSSS application have been submitted by;

- Tim Kearney – Golden City Hotel
- Jodie Gillett – Commerce Ballarat

**LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS**

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021
- 2018 – 2028 Ballarat Events Strategy
- 2019 Draft Creative City Strategy

**REPORTING AND COMPLIANCE STATEMENTS**

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	Yes	Yes
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	Yes	Yes

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

**Social/Cultural** – There are indirect social benefits, which are derived from the potential for increased employment and increased social interaction of the Ballarat community that may be made possible by the funding. Typically, RSSS attracts over 11,000 performers and 34,000 in audience attendance.

**Economic** – The following is the total projected economic impact for RSSS to the Ballarat economy and a calculation of the economic return for the total City of Ballarat investment;

As per application request of \$255,000:

Economic Impact:	\$5,569,524 per year
Return on Investment:	1:22

As per Officer recommendation of \$240,000:

Economic Impact:	\$5,569,524 per year
Return on Investment:	1:23

Officers typically seek an RoI of 1:20, both funding options for RSSS achieve this target.

**Financial/Resources** –. Funding for RSSS will require an allocation from the Strategic Partnerships Grant program.

RSSS has an annual turnover of \$934,000 with operating expenditure limited to 97% of total revenue. These figures demonstrate a significant level of local investment with almost all revenue invested back into the event.

**Risk Management** – There are few identified risks to Council by the provision of this Partnership. RSSS has been in existence for 128 years, it holds sufficient financial reserves and generates reliable sources of revenue, indicating sound financial management. Additionally, as per standard City of Ballarat procedure, payment of Strategic Partnership funding will be completed in appropriately staged payments and tracked against payment milestones.

Without the proposed funding for additional marketing, further declines in attendance is likely, presenting significant risk to the ongoing viability of RSSS.

**Implementation and Marketing** –Whilst the RSSS Eisteddfod is recognised nationally as one of the premier Eisteddfod competitions, organisers must increase marketing to overcome the loss of HMT as their primary venue.

The proposed funding aims to produce the following marketing and promotional outcomes:

Advertising \$40,000 - Local and metro media campaigns, digital advertising.

Marketing \$10,000 - Competitors will be tele marketed to continue to re-build relationships and attendance.

Design & Printing \$4500 - Professional brochures to be designed and printed and sent to potential competitors.

Advertising & Marketing Administration \$5500.

**Evaluation and Review** – If Council provides funding, Officers will require RSSS to conduct thorough post event evaluations to measure the benefits derived from the funding.

Measurement of success will include:

- Increased number of competitors from prior year
- Increased number of visitor audience and their subsequent economic impact
- Increased quantity of state and national media exposure for Ballarat

## **OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## **REFERENCE DOCUMENTS**

## **ATTACHMENTS**

1. Commerce Ballarat Letter of Support **[10.8.1]**
2. Tim Kearney letter of Support **[10.8.2]**
3. SP Grant covering letter - Signed Final **[10.8.3]**
4. Strategic Partnership Grant - Application - RSSS 2019 FINAL **[10.8.4]**
5. REMPLAN Report - RSSS - 2018 Acquital **[10.8.5]**



**From:** Jodie Gillett [<mailto:jodie@commerceballarat.com.au>]  
**Sent:** Tuesday, June 19, 2018 11:31 AM  
**To:** Brett  
**Subject:** letter of support

Dear Brett,

Royal South Street is a Ballarat tradition that is critical to our business community with many businesses relying on South Street to sustain them through some of the slower months. Whilst the economic impact is considerable (estimated at \$1.7m less this year) the creative impact on our city is also substantial. We will be saddened not to see as many of the colourful performers in the CBD as much this year with the closure of Her Majesty's Theatre.

Regards,  
Jodie

Regards,  
Jodie Gillett  
Chief Executive Officer  
Commerce Ballarat  
27 Doveton St Nth  
03 5333 3233

[www.commerceballarat.com.au](http://www.commerceballarat.com.au)

Why not join us as a "Partner in Business" [Benefits of Membership](#)  
Commerce Ballarat advocacy is only possible with the support of our members!

**Follow us on:** [Facebook](#) - [Twitter](#) - [Instagram](#) - [LinkedIn](#)



business to **ballarat**

**From:** Tim Kearney [tim@goldencityhotel.com.au](mailto:tim@goldencityhotel.com.au)  
**Sent:** Monday, June 18, 2018 11:12 AM  
**To:** Brett Macdonald  
**Subject:** Letter of support

Hi Brett,

The Royal South Street Society is an important part of Ballarat and its impact on the business community is huge.

The programs and events they showcase bring competitors/teams to Ballarat who stay in our hotels/motels, eat in our cafes/pubs and spend in our retail stores.

My business benefits greatly from RSSS, we have performing teams booking each day while competing, sometimes twice a day. The peak period for RSSS is October which has always been a successful month for the hotel due to RSSS. This flows through to my suppliers too, who are grateful for the business that is generated.

It is vital RSSS continues to be a success and important that everyone gets behind it.

Regards,  
Tim



The image shows a dark blue rectangular card with white text. On the left side, there is a white-bordered box containing the Goldencity Hotel logo. The logo consists of the words "GOLDENCITY" and "HOTEL" stacked vertically, with "EST 1858" below them, flanked by two horizontal lines. To the right of the logo box, the name "Tim Kearney" is written in a large, bold, white font. Below the name, the address "A: 427 Sturt Street Ballarat, Victoria, 3350" is listed. Underneath the address, the telephone numbers "T: 03 5331 6211" and "M: 0409 322 903" are provided. At the bottom of the card, the website "W: www.goldencityhotel.com.au" is displayed.

**Tim Kearney**  
A: 427 Sturt Street Ballarat, Victoria, 3350  
T: 03 5331 6211      M: 0409 322 903  
W: [www.goldencityhotel.com.au](http://www.goldencityhotel.com.au)



25<sup>th</sup> March 2019

The Mayor Cr. Samantha McIntosh

And Councillors

City of Ballarat

Town Hall

Sturt Street Ballarat VIC 3350

Dear Madam Mayor and Councillors,

2018 was one of the most challenging the Royal South Street Society (RSSS) has ever faced. You would be aware of this following our presentation to Council Assembly in June last year and from more recent discussions.

The necessary closure of Her Majesty's Theatre, our prime venue, saw entries fall around 18%. The associated drop in revenue and increase in costs (with the move to Founders Theatre) has seen RSSS lose \$193,000. It was not just the number of entries however, it was the caliber. Elite Championship Calisthenics Clubs and Melbourne Dance schools chose not to come to Ballarat because the theatre was closed. These are the competitors that drive full houses in Her Majesty's auditorium. The history, prestige, amazing stage and central location of Her Maj provides the South Street Competitions with a massive comparative advantage over other eisteddfods thus attracting entries from all over Australia, which provides a substantial benefit to the local economy. It is therefore imperative that we must be back for 2019 with recent signs indicating this is possible. Two years out of the theatre could prove catastrophic for the society threatening its very existence.

RSSS attracts around 11,000 competitors to our stages each year, but it's not just these talented young people that were affected. The local business community very much relies on its RSSS trade every year to boost business at the tail end of winter and early spring. It is estimated around \$1.5m was lost from the economy last year with the dip in entry numbers and of course audiences.

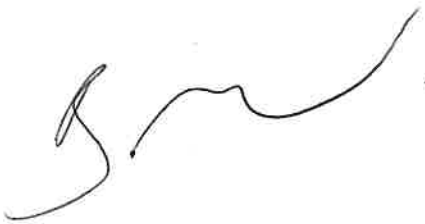


The board of RSSS respectfully requests that the City of Ballarat supports the society in our hour of need through financial support (detailed in the Strategic Partnership grant). The grant asks for support over a four year period (\$75k in year one then \$60k per year over three years, totaling \$255k) recognising that it will take some time to re-build entry numbers and reputation. Your funding will enable us to rebuild through concerted marketing and promotional efforts so we can get back to doing what we do best, running Australia's oldest and largest Eisteddfod. It should be noted that RSSS has used its own investment funds to keep cash flows positive. It is also believed that this is the first time RSSS has ever sought significant funding from council.

Of course RSSS is happy to work with council as more detail on stage 2 and 3 of the capital works program at Her Majesty's become clearer. We would also like our 100% support noted for councils 'shovel ready' and 'Save Her Maj' campaigns. RSSS also worked with council officers to create a change.org campaign in support of a further \$5m in funding from Canberra. To date this petition has more than 2100 electronic signatures of support and hundreds of favorable comments from the community.

We thank you in advance for your understanding and passion for what we do for our wonderful city and look forward to a positive response.

Kind regards,

A handwritten signature in black ink, appearing to be 'Brett Macdonald', written in a cursive style.

Brett Macdonald - CEO

A handwritten signature in black ink, appearing to be 'Peter J. Zala', written in a cursive style.

Peter Zala - Chairman

**City of Ballarat**

**Strategic Partnerships Grant Program  
Application Form**

**2019-2022**

# Strategic Partnership Grant Application Form

## 2017

### Purpose

The City of Ballarat adopted the Grants Policy on the 12 April 2017. The purpose of the Grants Policy is to ensure that recipients are able to deliver quality programs, events, products and services which are of great benefit to Ballarat and which bring a wide range of social, environmental and economic returns to the City.

### Strategic Partnerships Program Principles

The program is based on the following principles:

- Partnerships are with sole providers or identified strategic partners that Council can work with collaboratively to deliver community outcomes
- City of Ballarat has no direct responsibility to deliver these initiatives. Strategic partners are identified to make the most of opportunities to meet the needs of the community and deliver on outcomes identified in the Council Plan
- Strategic partnerships are negotiated by the Administration and approved via the annual budget and planning processes with transparent decisions made in open meetings and published on the Council website
- Strategic partnerships have consistent reporting and contractual agreements. Recipients are required to enter a Funding Agreement with Council that outlines reporting requirements and a mutually agreed evaluation framework that focuses on performance and outcome measures
- Recommendations on the term of the Funding Agreement for Strategic Partnerships will be made by management, taking into consideration the time required to have an impact on outcomes and the term of the strategic documents to which they align
- Strategic Partnerships can be either opportunistic and responsive to partnership requests, or deliberate and planned in accordance with Council's Strategic Objectives
- Unless otherwise agreed, Strategic partnerships will be on a dollar for dollar basis
- Only one application per organisation per grant program is allowed in any given financial year



## Strategic Partnership Grant Eligibility Checklist

**1. What is the structure of your organisation?**

The Royal South Street Society (RSSS) is a Company Limited by Guarantee. We are not-for-profit and a registered charity. RSSS is governed by a volunteer board of directors and employees approx. 4 FTE's [REDACTED]. It engages over 200 volunteers annually.

**2. How long has your organisation been established?**

RSSS was established in 1879 and in 2019 will celebrate its 128<sup>th</sup> year since the first competitions in 1891.

**3. Does your organisation operate within the municipality of Ballarat or are you able to demonstrate that the program will benefit residents in the municipality? Yes/No**

Yes, RSSS is based in Ballarat with all 6 venues in the municipality. The Eisteddfod has been benefiting the residents of Ballarat since its inception by providing performing arts opportunities and stimulating business.

**4. Has your organisation received grant funding from the City of Ballarat? \* Yes/No**

Yes. RSSS is currently in year 3 of a 3 year tourism and events grant at \$15k per year. A 1 year grant was requested however all councillors voted to extend the support to 3 years.

**5. If yes, have you met acquittal conditions for previous funding? \* Yes/No**

Yes

**6. If applicable; do you have appropriate insurance for this project? Yes/No**

Yes, RSSS has \$20m Public Liability, Director, Volunteer & Business Insurance.

### Contact Details

**7. Applicant Organisation Name:** Royal South Street Society

**8. Primary (Physical) Address:** 1/11 Lydiard Street South, Ballarat, 3350

**9. Postal Address (if different from above):** Po Box 33 Ballarat, 3353

**10. Applicant Website:** www.royalsouthstreet.com.au

**11. Contact Person and Position held in Organisation:**

[REDACTED]

**12. Primary Phone Number:** [REDACTED]

**13. Applicant Admin Contact Primary Email:**

[REDACTED]

**14. IA or ACN Number:** 004 058 020

**15. Does your Organisation have an ABN? Yes/No**

ABN: 33 764 110838

**16. Does your organisation have its own bank account? Yes/No**

Yes

**17. Project Details**

RSSS runs Australia's oldest and one of the largest performing arts Eisteddfod's in Australia. Spanning 3 months each year it features 13 different disciplines including debating, vocal, instrumental, speech & drama, choral, dance and calisthenics.

**18. Project Title:**

The Royal South Street Eisteddfod

**19. Project Start Date:**

Monday 29<sup>th</sup> July 2019

**20. Project End Date:**

Saturday 2<sup>nd</sup> November 2019

**21. Brief project description:**

The annual Eisteddfod aims to promote, foster and encourage participation and interest in the performing arts. By employing the countries best adjudicators and offering generous prize money we ensure the competition continues to grow. In 2017 RSSS received 7200 entries attracting around 11,000 performers to our venues with approximately 50,000 on stage appearances. Whilst proudly maintaining many traditional disciplines RSSS is evolving, in 2016 'Mi Sound' was introduced for VCE / VET music performance students and in 2017 a section for people with disability was introduced called 'The Arts for All'. Recent streaming of a number of sold out Calisthenics sections ensured no one missed a performance and Ballarat was showcased to audiences outside of the city via the internet.

**22. Project Rationale - Why does this work need to be done?**

Performing at RSSS is a wonderful experience on so many levels. It builds skills, confidence, team work and resilience. It promotes significant health and wellbeing values, showcases creativity, education and fitness. The Eisteddfod provides a massive boost for brand Ballarat and local businesses including retail, hospitality and accommodation. A 2017 Remplan report estimated its economic impact at \$8.5m.

Investing in RSSS is also an investment into our future creative leaders by families, volunteers and organisers.

Recognising the historical significance of RSSS is also important given the millions who have made up the Society's 'family' since 1879.

**23. Who are the Project Partners?**

RSSS has many corporate partners, donors and supporters. They include Creative Victoria (Victorian Government), City of Ballarat, Freemasons Foundation, Commonwealth Bank, Australian Catholic University, McDonald's, UFS, Central Highlands Water, Energetiks,

Bernie's Music Land, Stems, Avis, Rotary Club of Ballarat South and Federation University. Media partners include WIN TV, 3BA / Power FM, The Courier and ABC local radio. Our volunteers are of course major partners contributing an estimated 10,000 hours per year in no cost labour.

**24. How does the project align with the purpose of the Strategic Partnership Grant Program's purpose of delivering quality programs, events, products and services which are of great benefit to Ballarat and which bring a wide range of social, environmental and economic returns to the City?**

RSSS is synonymous with quality; in fact in a 2017 survey we received an 86% satisfaction rating. The 2018 survey showed an 88% satisfaction rate which was a pleasing result given the disruption. We pride ourselves on quality adjudicators, volunteers, staff, venues and systems. Socially RSSS ensures young people are exposed to less 'screen time' and develop performing arts skills that stay with them for a lifetime, many going on to have careers in the arts. RSSS brings families together who become involved in the rehearsal then performance journey. Economically RSSS is a huge boost to the city regularly booking out nearly all accommodation across September and October. A conversation with any business owner, whether it is hospitality, retail, parking, health, venue hire etc. will confirm this.

**25. What are the planned activities of the project and which elements will the grant be used for?**

2019 is a year to re-build RSSS after very difficult trading following the closure of Her Majesty's theatre. The plan is to get back to doing what we do best, running Australia's oldest and largest Eisteddfod at our 6 venues including a return to Her Maj, our spiritual home. Many competitors have simply said, 'if you're back in HMT then we'll be back'.

The grant money will be used to cover the costs of the re-build as detailed in question 31; it will set RSSS up for a bright future fostering the performing arts which is vital as our city grows. It will provide the RSSS team the opportunity to better market and promote the Eisteddfod – keeping our performers and patrons alike abreast with all the opportunities and challenges associated with the comps not having access to its home theatre. The grant will see a drive in communications with the aim of building entries back to 2017 levels and maintaining existing relationships across the sector.

**26. What are the expected outcomes of the project?**

Despite the challenging year ahead some disciplines have experienced strong entry growth including Instrumental, Choral, Contemporary Vocal and Debating, there is still much to be upbeat about.

RSSS positive outcomes remain many and varied and include growing confidence in our youth through the Eisteddfod journey, improved performance skills and career enhancement. Outcomes will also include increased visitation to Ballarat and robust retail, hospitality, attraction and accommodation business. The RSSS economic impact is estimated at \$8.5m annually.

'The Arts for All' Section will again provide positive outcomes for people living with a disability giving them the chance to perform for prize money, medals and adjudication. This section is now attracting entries from all over Victoria.



**27. How will you know if these outcomes have been achieved?**

The online survey conducted in 2017 attracted a strong 550 responses with similar numbers in 2018. It is planned to expand on this survey in 2019 and beyond to build a longitudinal study. These ongoing surveys will tell us if the desired outcomes have been achieved. A detailed acquittal will be supplied to the City and RSSS would like to work with council to update the economic impact of the Eisteddfod via another Remplan study.

**28. Please provide any evidence of community support for the project**

The lifeblood of RSSS is its volunteers. From a database of 270 we have around 200 actively participate each year. In 2018 almost 10,000 hours were rostered with many more worked off the roster. Volunteers range from ushers to board directors.

RSSS has received philanthropic support previously from Telstra, The Ballarat Foundation, Volunteering Ballarat, Freemasons Victoria, many local service clubs and the Isabella Foundation. Annually we receive donations of around [REDACTED] demonstrating strong community support.

**29. Have you contacted Council to discuss your project/event? Yes/No**

Yes

**30. If yes, please provide the name of the Council Officer:**

[REDACTED]

**31. Budget Information**

**How much funding are you seeking as part of this submission?**

RSSS is currently in a re-building phase and can't do it alone. We request \$255,000 as we seek to recover. It is believed this is the first time that RSSS has sought significant financial support from council in our 128 years of competitions.

**Are you seeking the funding across a number of years? Yes/ No**

Yes

**If so, how many years:**

Four

2019/20	\$75,000	Provision of marketing and publicity (as detailed below)
2020/21	\$60,000	Provision of marketing and publicity
2021/22	\$60,000	Provision of marketing and publicity
2022/23	\$60,000	Provision of marketing and publicity

RSSS believes multiyear funding will make support from council far more achievable and demonstrates our commitment to work with the city. This could be reduced or otherwise as more information becomes known around stages two and three of the works at Her Majesty's which RSSS 100% supports. To date over 2100 people have signed the RSSS petition at [www.change.org](http://www.change.org) in support of council seeking \$5m from the Federal Government to add to the funds already guaranteed. Full funding will take Her Maj to the next level as Australia's best heritage theatre.

**When is funding required by:**

The first of four instalments by;

31<sup>st</sup> July 2019 then,

31<sup>st</sup> July 2020

31<sup>st</sup> July 2021

31<sup>st</sup> July 2022

**What the funding will be used for specifically:**

As a result of the closure of Her Majesty's RSSS had one of the most difficult years financially in its long history. Many leading dance schools chose not to attend as did the Senior Championship Calisthenics Clubs. This led to reduced entry revenue and a massive drop in audience numbers. Moving our operations to Founders Theatre saw some costs increase.

To address the decline we are planning a concerted effort to restore entry numbers in 2019 and beyond, funding through the Strategic Partnership grant will assist us in the re-build and create an exciting future for RSSS, a future that benefits Ballarat on so many levels. RSSS is not just about the performing arts, it's about Ballarat business, our economy and our future.

The opportunity to better market and promote the Eisteddfod to new and existing performers and patrons is crucial in maintaining and building our stakeholders particularly during the interruption to normal business at Her Majesty's Theatre. Until the theatres availability becomes clearer through planning of stage 2 and 3 capital works and RSSS has access to the venue, increased marketing and promotion will be essential to maintain our operations and deliver the Eisteddfod.

Year one of the grant (\$75,000) will be acquitted as follows:

Advertising \$45,000 – Local and metro media campaigns, digital advertising.

Marketing \$15,000 – Competitors will be tele marketed to re-build relationships and sell our disciplines.

Design & Printing \$7000: Professional brochures will be designed, printed on quality stock and posted to potential competitors.

Advertising & Marketing Administration \$8000: Being a small team all staff will be hands on in the re-building phase including the CEO, Finance Officer and Volunteer Coordinator.

Years two, three and four (\$60k per year) may be acquitted as follows:

Advertising \$40,000 – Local and metro media campaigns, digital advertising.

Marketing \$10,000 – Competitors will be tele marketed to continue to re-build relationships and sell our disciplines.

Design & Printing \$4500: Professional brochures will again be designed, printed on quality stock and posted to potential competitors.

Advertising & Marketing Administration \$5500: Being a small team all staff will be hands on in the re-building phase each year including the CEO, Finance Officer and Volunteer Coordinator.

Included with this grant application are emails of support from Commerce Ballarat and The Golden City Hotel indicating the impact of RSSS goes far beyond performing artists.

**Please insert budget below.**

RSSS 2017 audited financials (attached)

RSSS 2018 pre-audit P&L (attached)

<b>Strategic Partnership Grant Assessment Criteria</b>
--

**1. Does the proposal meet two Council Plan Objectives?**

RSSS believes it meets all 4 council plan objectives;

**Livability:** RSSS is the catalyst for our vibrant performing arts scene which sets Ballarat apart. It makes our city more livable by offering rich experiences for our competitors and audiences alike.

**Prosperity:** As the city's largest event RSSS is the driver of much economic activity for hospitality, accommodation and retail businesses across 3 months every year. Many comment that without RSSS this period would be very tough each year.

**Sustainability:** RSSS is always searching for ways to be more sustainable. These include moving to a cloud based ICT system, upgrading to LED fluorescent tubes and weekly recycling. RSSS is also moving away from larger more energy hungry venues when audiences do not warrant.

**Accountability:** RSSS is governed by a constitution and a 9 member volunteer board. It is served by numerous sub-committees including Risk & Finance, Marketing and Remuneration and is audited annually.

**2. Does the proposal enhance the City's Brand Strategy and attract target markets?**

RSSS believes its positioning statement 'Pure Performance Gold' draws on Ballarat's rich gold mining heritage when thousands of hopefuls flocked first to find fame and fortune in the ground and then on stage as the Eisteddfod became the home for new finds and discoveries of a very different nature, contributing to not only our economic but our cultural wealth. The proud heritage, prestige and professionalism of the Eisteddfod must also compliment the city brand strategy 'Made of Ballarat'.

**3. Does the proposal have a significant level of total investment?**

RSSS turns over around [REDACTED] annually with operating expenditure limited to [REDACTED] of total revenue. These figures demonstrate a significant level of total local investment with almost all revenue ploughed back into making the competitions the best they can be.

**4. Does the proposal have a significant level new employment?**

Whilst not new employment RSSS employees 5 permanent staff with up to 6 casuals also engaged across the competition. It has an annual wages bill of [REDACTED].

**5. What is the economic impact of the proposal as modelled using REMPLAN?**

Total competitors: 11,000 approx.

Total paying audience: 34,000 approx.

Tourists: Other Victoria 66%, NSW 1%, SA .8%, Qld .2%, Other States 2% (Ballarat 30%)

Nights stayed in Ballarat: 1 night 8%, 2 nights 16%, 3 nights 5%, 4 nights 4%, 5 nights or more 9%

Source: Survey Monkey study, November 2018, 450 respondents approx.

**What is the grant cost per visitor/participant?**

Total competitors: 11,000 approx.

Total paying audience: 34,000 approx

=45,000 visitors/participants

\$75,000/45000 (Year 1)

=\$1.66 per person

\$60,000 / 45000

=\$1.33 per person (Years 2,3,4)

**6. Do you have an appropriate Business Plan including a Marketing and Financial Plan?**

RSSS operates from a strategic plan (2016 to 2020) that was reviewed in 2016. It is reported on every month by the CEO at the Board meeting. RSSS operates to a calendar year budget (adopted by the board) which can be broken down to individual discipline budgets. Monthly performance is reviewed by the Risk and Finance sub-committee. Other sub-committees formed to help guide RSSS include Remuneration, Volunteer, Historical and Marketing.

**7. Does the proposal have positive social impact and community benefit?**

In our sports obsessed society the performing arts play an important role in engaging our young people in more creative ways. Whilst traditional in many ways RSSS prides itself on remaining socially relevant by introducing new sections such as Mi Sound and The Arts for All (for people with a disability) whilst fostering many disciplines that are over a century old including instrumental, debating and dance.

RSSS also has a positive impact on the older community in Ballarat who volunteer. Annually RSSS engages around 200 volunteers who give around 10,000 hours of their time.

Volunteering is proven to offer numerous social & community benefits.

“Royal South Street Society is an excellent example of how Eisteddfods open up access to the arts and enliven communities. More than 11,000 competitors take part in the event each year, and that’s not only fantastic for local cultural life, but it also boosts tourism and local businesses with competitors coming from across Australia to take part” – Ted Ballieu, former Victorian Premier.



**8. Does the proposal have positive environmental impacts?**

South Street recently migrated its data storage and IT systems to the Cloud to reduce our carbon footprint by providing staff with the opportunity to work remotely and share documents online. Staff also switch off equipment each night and recycle waste. Our suppliers are also committed to green business practices by using 100% carbon neutral stock, soy based eco-friendly inks, and offset their energy use through solar panels and LED lighting.

RSSS has introduced Skype for Business to facilitate virtual meetings and video conferencing options for our staff, partners and Board to reduce travel costs and carbon emissions. We are also developing an inventory of office equipment which when replaced will see the purchase of high-energy efficiency rating appliances. This has commenced with the replacement of old fluorescent tubes with low energy LED lighting options.

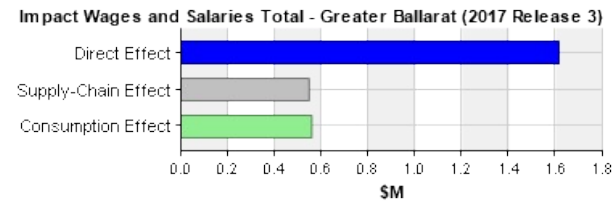
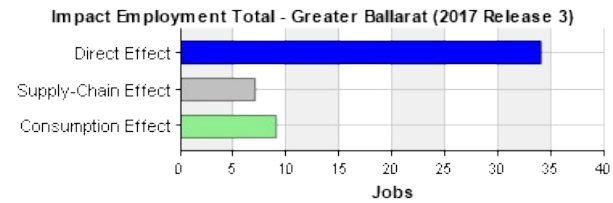
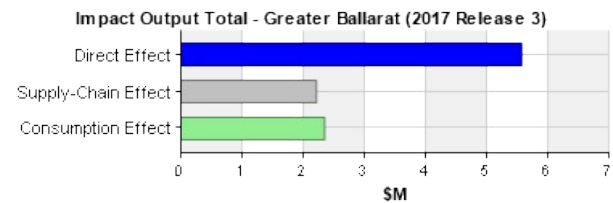
# Tourism Impact Summary Report for Greater Ballarat (Tourism Activity: 100 days)

## Tourism Impact Scenario

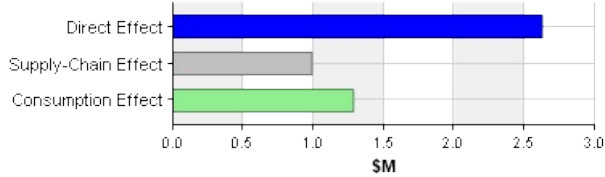
Name: Royal South Street 2018\_Acquittal  
Duration: 100 days

Direct Impact	Domestic Day	Domestic Overnight	International	Total
Number of Visitors	15,919	11,061	0	26,980
Number of Nights	n/a	2.75	0.00	
Estimated Expenditure per Visitor (\$)	\$90	\$374	\$0	
Total Estimated Expenditure (\$)	\$1,432,710	\$4,136,814	\$0	\$5,569,524

## Tourism Impacts



**Impact Value-Added Total - Greater Ballarat (2017 Release 3)**



Under this scenario Gross Regional Product is estimated to increase by \$4.901 million ( 0.07%) to \$7,229.388 million. Contributing to this is a direct increase in output of \$5.570 million, 34 additional jobs , \$1.614 million more in wages and salaries and a boost in value-added of \$2.626 million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$2.215 million, 7 more jobs , \$0.547 million more paid in wages and salaries, and a gain of \$0.990 million in terms of value-added.

These supply-chain effects represent the following Type 1 economic multipliers:

Impact	Type 1 Multipliers
Output	1.398
Employment	1.206
Wages and Salaries	1.339
Value-added	1.377

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$2.350 million, employment by 9 jobs , wages and salaries by \$0.558 million, and value-added by \$1.285 million.

Under this scenario, total output is expected to rise by \$10.135 million. Corresponding to this are anticipated increases in employment of 50 jobs , \$2.719 million wages and salaries, and \$4.901 million in terms of value-added.

The total changes to economic activity represent the following Type 2 economic multipliers:

Impact	Type 2 Multipliers
Output	1.820
Employment	1.471
Wages and Salaries	1.685
Value-added	1.866

### Tourism Impact Summary (Tourism Activity: 100 days)

Impact	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$5.570	\$2.215	\$2.350	\$10.135	1.398	1.820
Long Term Employment (Jobs)	34	7	9	50	1.206	1.471
Wages and Salaries (\$M)	\$1.614	\$0.547	\$0.558	\$2.719	1.339	1.685
Value-added (\$M)	\$2.626	\$0.990	\$1.285	\$4.901	1.377	1.866

## Disclaimer

All figures, data and commentary presented in this report are based on data sourced from the Australia Bureau of Statistics (ABS), most of which relates to the 2016, 2011, 2006 and 2001 Censuses, and data sourced from the National Visitor Survey (NVS) and International Visitor Survey (IVS) published by Tourism Research Australia.

Using ABS datasets and an input / output methodology industrial economic data estimates for defined geographic regions are generated.

This report is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any action in any way related to the figures, data and commentary presented in this report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.



## **10.9. BAKERY HILL AND BRIDGE MALL MASTERPLAN PROGRESS REPORT AND EARLY WORKS**

**Division:** Development and Planning  
**Director:** Angelique Lush  
**Author/Position:** James Guy – Executive Manager Economic Partnerships

### **OFFICER RECOMMENDATION**

#### **Council resolves to:**

- 1. Note the strong community feedback received to date requesting a major investment in the Bakery Hill/ Bridge Mall CBD precinct so as to transition the area to a premium mixed-use, safe, accessible and environmentally sustainable area.**
- 2. Provide in-principle support for a staged major capital works and investment package to open up the Bridge Street Mall to shared pedestrian and vehicular movement, provide an environmentally sensitive and attractive public realm and streetscape.**
- 3. Allocate \$15 million towards Stage 1 works to be apportioned across the 2019/20, 2020/21 and 2021/22 budget years.**

### **EXECUTIVE SUMMARY**

The Bakery Hill and Bridge Mall precinct is the most significant entry point to the Ballarat CBD from the east and is a site of historic and National significance, being foremost the location of the raising of the Eureka Flag. The precinct has also traditionally formed the commercial core of Ballarat. In recognition of this and in the face of a gradual decline of commercial/retail activity within the precinct, the City of Ballarat with the support of the Victorian Planning Authority, is currently preparing an Urban Renewal Plan to facilitate transformation of the precinct back into a thriving, inclusive and sustainable city gateway and the urban heart of Ballarat.

Through November 2018 and April 2019, two significant rounds of community engagement on the Bakery Hill and Bridge Mall Urban Renewal Precinct were undertaken following a comprehensive research and investigative phase undertaken in conjunction with the Victorian Planning Authority.

Throughout both phases of community consultation, there has been a strong call for change. More specifically, it is clear that 'business as usual' within the precinct is not an option as the retail and commercial decline cannot be reversed without major interventions. In recognition of the feedback provided through phases 1 and 2 of the community engagement process and the urgency placed on the need to arrest the continuing decline, Council has prepared an early capital works package which will mark the commencement of the Precinct's longer-term transformation over the next 2 to 5 years. This early works package will form part of the longer-term Urban Renewal Plan for the broader area.

This report recommends that a significant investment in the Bakery Hill/Bridge Street area (including Little Bridge Street) be approved and funding allocations form part of the current budget process. If approved, early works will mark the commencement of a major transformation of the entire precinct over the next 2 to 5 years. Details of the exact form and design of physical changes, and other public/private partnership opportunities in surrounding

streets and spaces will be explored with the community and business over Phase 3 of consultation which is about to commence.

A decision regarding the broader Bakery Hill / CBD Urban Renewal Plan is scheduled to be considered by Council in late 2019, taking in the areas currently occupied by large at grade car parks to the south and north of the Bridge Mall.

## **RATIONALE**

Preparation of the Bakery Hill and Bridge Mall Urban Renewal Precinct project is a key action identified in Council's adopted Strategies '*Today, Tomorrow, Together – The Ballarat Strategy: Our Vision for 2040*', the '*Ballarat CBD Strategy*' and the '*2017-21 Council Plan*'. All strategies were underpinned by comprehensive community engagement programs. All strategies identify the strategic importance and voice a community desire to see a reinvigoration and enhancement of precincts such as Bakery Hill and Bridge Mall.

The strategic importance of the Bakery Hill and Bridge Mall precinct is heightened as it forms the historic retail and commercial heart of Ballarat and is a significant entry point to Ballarat from the east. Bakery Hill is a site of National significance, being the location of the raising of the Eureka flag and supports a variety of historically significant buildings. In recognition of the strategic and historical importance of Bakery Hill and its potential to support urban renewal, the City of Ballarat is committed to working in partnership with the community, business and a range of other stakeholders to understand how to transform the precinct back into a thriving, inclusive and sustainable urban heart of Ballarat.

From an economic perspective, there are clear indications for Council to take action and actively facilitate change within the precinct. Over the last 7 years between January 2012 and January 2019, there has been a significant downturn in vacancy rates within the Bridge Mall. Of the 119 shops in the Mall, there was a 5.8% vacancy rate in 2012 and by January 2019, the vacancy rate had almost tripled to 17.6%. In particular, with the more recent opening of other retail activity centres such as Stockland Wendouree, Delacombe Town Centre and the Coltman Plaza-Lucas Shopping Centre, the Bakery Hill and Bridge Mall needs to establish its own identity and create a clear point of difference to ensure it can continue to thrive in the long term.

The broader project will deliver an Urban Renewal Plan, incorporating a land use, urban design and movement framework to be used to guide the progressive renewal of the precinct and assist in attracting investment.

### ***Community Engagement Process***

To date, Council has completed two additional stages of community engagement. The first stage of consultation for this project was held through November and December 2018 where the community, business and stakeholders were asked 'what they loved about Bakery Hill and Bridge Mall', 'what they wanted to retain within the Precinct', and 'what they imagined for the future of the Precinct'. Over 200 face-to-face conversations were held through 3 community pop-up spaces, 2 community visioning workshops, 1 student workshop, 9 Advisory Committee meetings/stakeholder meetings, including the Bridge Mall Business Association, the Heritage Management sub-committee, the Koorie Engagement and Action Group, the Intercultural Advisory Committee, and the Disability Advisory Committee, and more than 80 trader doorknock conversations were had. The community was also engaged online with over 150 people completing the online survey, 5 participants who made 20 mapping tool entries, and the project page was visited by over 470 visits with 380 participating in various online activities.

The key message to be taken from phase 1 of the consultation process is that there is a clear mandate and a strong appetite for change. In particular, business as usual is not an option if the historic retail core of Ballarat is to be renewed and revived as Ballarat's central heart. There was a strong desire for a greater variety of commercial/retail offerings including more eating and drinking areas to encourage more foot traffic and to create a night-time economy, to improve safety across the precinct, to ensure that the Bridge Mall is not a hidden commercial/retail establishment and can become a more vibrant, visible and active centre, to reverse the physical disconnection from the remainder of the CBD and enhance connectivity with Main Road and Sturt Street, and to refurbish and enhance the pedestrian laneways and provide more green and environmentally sustainable open spaces.

In addition to the community's strong appetite for change, the other key themes which emerged through phase 1 include:

- The need to enhance connection to the precinct's heritage, pre and post gold rush, and to better celebrate the precinct's long history;
- The Bridge Mall needs a new purpose and to return to its role as a key destination within Ballarat's CBD, including to provide key attractors and experiences; and
- The re-opening of the Bridge Mall to traffic was a significant point of discussion for many, with the advantages and disadvantages of opening the Bridge Mall to vehicle traffic being widely acknowledged and discussed.

Through this consultation process, a series of draft guiding principles were drafted to be used as a basis when drafting the urban renewal plan. The guiding principles have been well supported by the community through phase 2 of the consultation process.

The draft guiding principles are:

1. To create a distinctive high-quality neighbourhood which will deliver a civic heart where locals can live, work and where they can enjoy meeting, shopping and socialising. A high-quality public realm where people can feel comfortable to visit all year round will also be delivered.
2. A thriving business village which will attract an innovative mixed-use hub and where key renewal sites will drive investment and change.
3. An environmentally sustainable precinct which limits the impact of and is adaptable to climate change.
4. A key tourism destination which tells the story of Ballarat through a tourist route where visitors can experience and enjoy a diversity of offerings that showcase and celebrate the history of Ballarat.
5. A place that celebrates history and place, particularly through new development and in celebrating the significance of the local aboriginal cultural heritage and the area's European heritage context is reinforced.
6. A place that promotes sensitive and attractive design and development, through both the public realm and streetscape, in addition to private development.
7. A connected and livable place with an abundance of linked green spaces through walking and cycling connections integrated with thriving green spaces.
8. A place with easy access and well-defined public and active transport connections where cyclists, pedestrians and public transport become the key transport modes.

To build on and test the many ideas, opportunities and challenges raised through Phase 1, Council commenced phase 2 of the community engagement process between March to May 2019. A Community Working Group has been established and a pop-up shop in the Bridge Mall has opened. The feedback provided through Phase 2 will help to inform a draft of the Bakery Hill and Bridge Mall Urban Renewal Plan.

### **Early Works Package**

As a result of the consultation to date Council acknowledges the need to take action and facilitate change through key interventions within the precinct, whilst exploring commercial partnership opportunities with businesses and landowners in the area.

To date, there has been clear community direction provided regarding the need to act and invest in the precinct. Emerging priorities identified through the community consultation include:

1. Create key partnerships with the private sector to deliver investment at key sites;
2. Opportunity to reopen Bridge Street to vehicles, incorporating premium finishes and to still maintain true pedestrian priority within Bridge Street;
3. Create the opportunity to provide better access to public transport;
4. Create new and active green and open spaces which will be useable for people of all ages and abilities;
5. Enable changes to the layout and location of car parking;
6. Delivery of a new eastern gateway

Concepts are currently being prepared based on feedback received to date and will be released for detailed community discussion and debate in the next Phase 3 of Consultation scheduled for June 2019.

To enable the investment and intervention in the precinct to take place as soon as possible, this report recommends the budget process consider an early works investment package for the 2019/20, 2020/21 and 2021/22 Financial Years.

### **LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS**

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021
- *'Today, Tomorrow, Together – The Ballarat Strategy: Our Vision for 2040'*
- *'Ballarat CBD Strategy'*

### **REPORTING AND COMPLIANCE STATEMENTS**

<b>Implications</b>	<b>Considered in Report?</b>	<b>Implications Identified?</b>
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	No
<b>Environmental/Sustainability</b>	Yes	No
<b>Economic</b>	Yes	No
<b>Financial/Resources</b>	Yes	No
<b>Risk Management</b>	Yes	No
<b>Implementation and Marketing</b>	Yes	No
<b>Evaluation and Review</b>	Yes	No

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

**Social/Cultural** – This project will have a significant positive social effect for the community, through facilitating a mixed-use precinct which will provide safer, green and more active spaces for residents and visitors. The precinct will also accommodate a variety of housing,



including affordable housing for older people, students and low-income households, to be delivered as a combination of community and private housing.

**Environmental/Sustainability** – This project will have a positive environmental impact by encouraging development of a precinct which will facilitate significant green space and canopy coverage, encourage a climate resilient community and will encourage use of active and public transport. The project will also look at environmentally sustainable design principles in the treatment of landscaping and hard infrastructure.

**Economic** – This project takes a strong commercial perspective and approach and will use the retail and economic analysis information to underpin identified opportunities relating to urban renewal and development throughout the precinct. More particularly, the project will identify the short, medium and longer-term opportunities to stimulate and attract economic activation and renewal of the precinct over time. It is expected that through stimulation of development and economic activity, that a minimum of 600 additional jobs would be accommodated within the precinct.

**Financial/Resources** – Council will need to commit budget over a number of years as part of the implementation of the urban renewal plan. This will be in combination with the need for Council to form partnerships with and facilitate the private sector to invest in the precinct. The first stages of the project, namely an early works package to re-open Bridge Street to combined pedestrian and vehicular traffic, will require an investment of \$15 M in the public realm.

**Risk Management** – Council will need to actively manage risks associated with implementing the actions of the urban renewal plan.

**Implementation and Marketing** – Council will need to ensure that the actions identified within the urban renewal plan are progressively and efficiently implemented.

**Evaluation and Review** – Given the significance and complexity of this project, Council will need to ensure it implements a Project Management framework inclusive of a Steering Committee, Project Control Group with extensive evaluation and review for the duration of the precinct's transformation.

## **CONSULTATION**

A significant amount of community consultation has occurred as part of this particular project, not only in the two formal phases from November 2018 to May 2019, but in preceding discussions as part of "Ballarat Imagine" and in the development of the 2017-2021 Council Plan. Details of community engagement has been provided in the Rationale section of this report.

## **OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## **ATTACHMENTS**

Nil

---

## 10.10. QUARTERLY FINANCIAL REPORT

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Glenn Kallio - Director Business Services

### OFFICER RECOMMENDATION

Council resolves to:

1. Receive the 3<sup>rd</sup> Quarter Financial Report for the 2018/19 financial year and note the financial issues contained within the report.
2. Note that the \$10 million loan from the State Government for recreation projects will not be accessed this financial year due to delays in the signing off the loan by the State Government.
3. Not to refinance loans repaid this financial year totaling \$3.073 million as per the budget, due to surplus funds.

### EXECUTIVE SUMMARY

This report sets out the 3<sup>rd</sup> Quarter financial results for the 2018/19 financial year of the Ballarat City Council. The report highlights the major financial issues for the quarter.

### RATIONALE

Pursuant to Section 138(1) of the *Local Government Act 1989*, at least every three months, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to the Council at a Council meeting which is open to the public.

The quarterly financial report provides the financial statements as prescribed by the appropriate accounting standards and regulations. Accompanying explanation for the significant issues contained within the financial statements is provided. This report also provides a listing of the major financial issues currently being dealt with by management.

#### 1. Overview

The tables below provide a summary of financial results for the period ending 31 March 2019.

The first table provides details of the year to date actual results for the period and the second table sets out the predicted results as at year end.

In review the year to date results represents a positive financial position for Council. All of the financial indicators are positive year to date representing no major financial issues at this point in time.

Major financial issues are:

- Rates and charges have recorded a positive result of \$1.795 million, it is anticipated that valuation objections still under review will reduced this surplus to \$0.747 million by year end.

- Supplementary rates have yield greater level of income than anticipated.
- Income from the Bridge Mall Special rate was not budgeted, this represents a nil result for Council as this money is paid to the Bridge Mall Committee.
- It is expected that at year end an additional \$2.148 million of operating grant revenue will be received however, this will be offset by additional expenditure.
- A reduction in Capital grant Income of \$2.609 million is expected this financial year. The major reduction relates to a grant for \$5 million for the Waste to Energy Plant which was unsuccessful. Additional income is expected for several projects which can be viewed in the Net Capital Report.
- Employee costs are expected to be \$1.320 million less than budget which offsets higher than expected materials and contract payments of \$1.648 million. Part of the increase in materials and contracts is due to contract staff used during the period of permanent staff absences. Additional expenditure in materials and contracts is also offset by additional operating grants received.
- Bad debts are expected to record an additional \$1.415 million than the budget. This additional amount relates to the change in accounting policy in the writing off of outstanding debts that are within the infringement court system. Instead of writing these amounts off over several years when the money is not collected, it will be written off at the end of each year. Should money finally be recovered through this court system then it will be recognised as income at that time.

The previous policy enabled lower bad debts each year however the outstanding debt on the Balance Sheet continued to grow. This will have no impact on the actual cash position of Council.

**Year to Date:**

	Year to Date		
	Budget	Actual	Variance
	2019	2019	2019
	\$'000	\$'000	\$'000
Comprehensive Income Statement	37,937	46,665	8,728
Net Capital Works	74,429	56,428	18,001
Cash and Investments	45,710	94,244	48,534
Net cash provided by (used in) operating activities	43,050	54,946	11,896
Net cash provided by (used in) investing activities	(83,197)	(45,028)	38,169
Net cash provided by (used in) financing activities	(3,038)	(4,569)	(1,531)
Debt Levels	42,181	40,658	1,523
Rate Receivables	21,676	21,834	(158)
Working Capital	40,539	92,105	51,566
Working Capital %	214%	396%	182%

**Financial Year (forecast):**

	Full Year		
	Budget	Forecast	Variance
	2019	2019	2019
	\$'000	\$'000	\$'000
Comprehensive Income Statement	42,168	44,731	2,563
Net Capital Works	96,325	70,400	25,925
Cash and Investments	35,856	46,215	10,359
Net cash provided by (used in) operating activities	49,846	50,449	603
Net cash provided by (used in) investing activities	(109,885)	(87,056)	22,829
Net cash provided by (used in) financing activities	7,000	(6,073)	(13,073)
Debt Levels	52,700	39,627	13,073
Rate Receivables	4,024	4,024	0
Working Capital	16,003	26,362	10,359
Working Capital %	149%	181%	32%

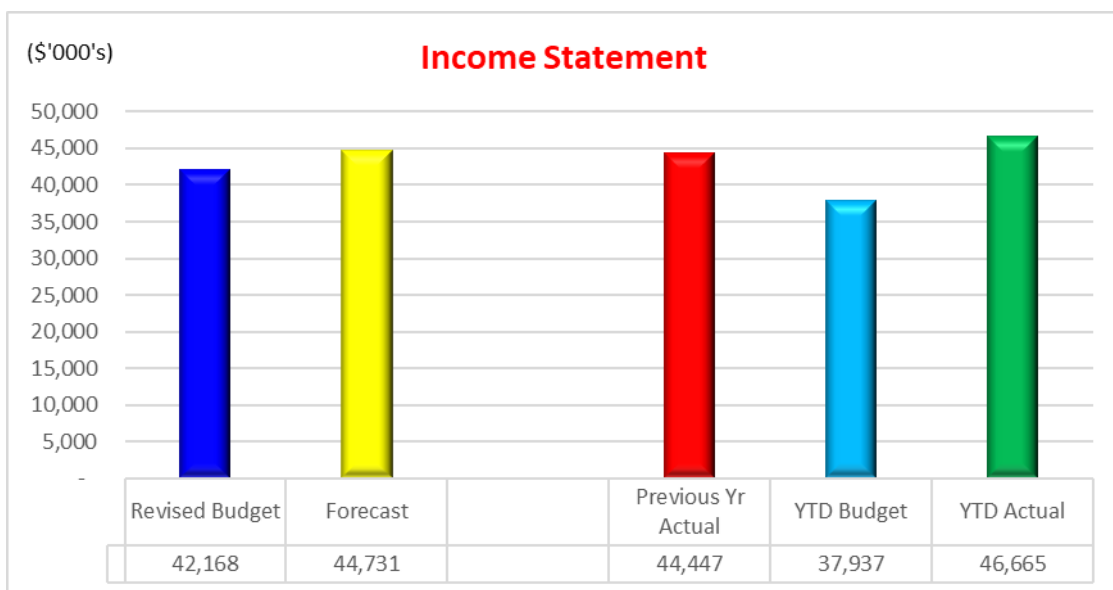
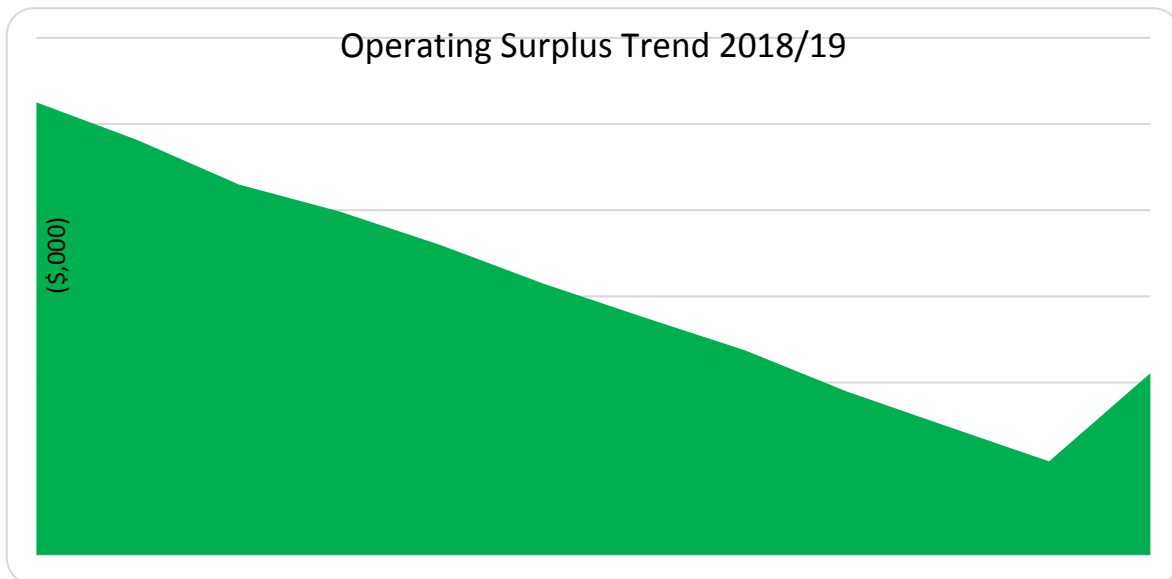


**2. Income Statement**

The income statement result provides a summary of the financial impact of providing general services to the community.

**Trend:**

The trend for the operating result of the organisation is to record a significant surplus in the first two months of the financial year, this surplus will then be reduced over the remainder of the financial year. The surplus occurs when general rates are raised. The full amount of the rates is recognised as revenue raised immediately, even though the cash will not be collected immediately. The surplus is then reduced as expenditure is committed during the financial year in the delivery of general services. The following graph illustrates the forecast trend during the financial year.



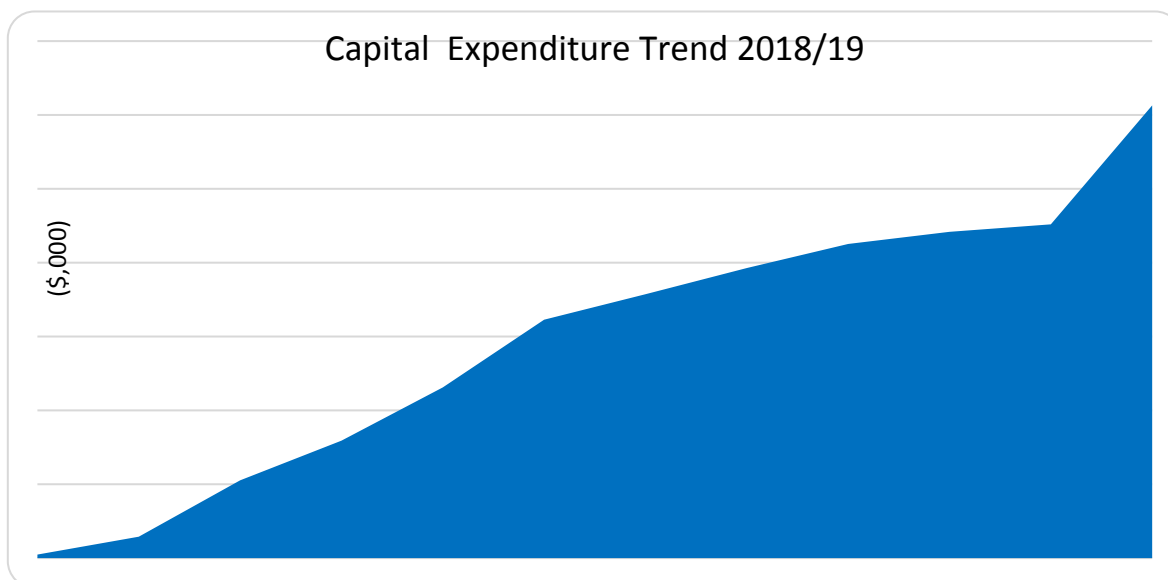
### 3. Capital Works

This indicator provides the level of expenditure on capital programs at a point in time.

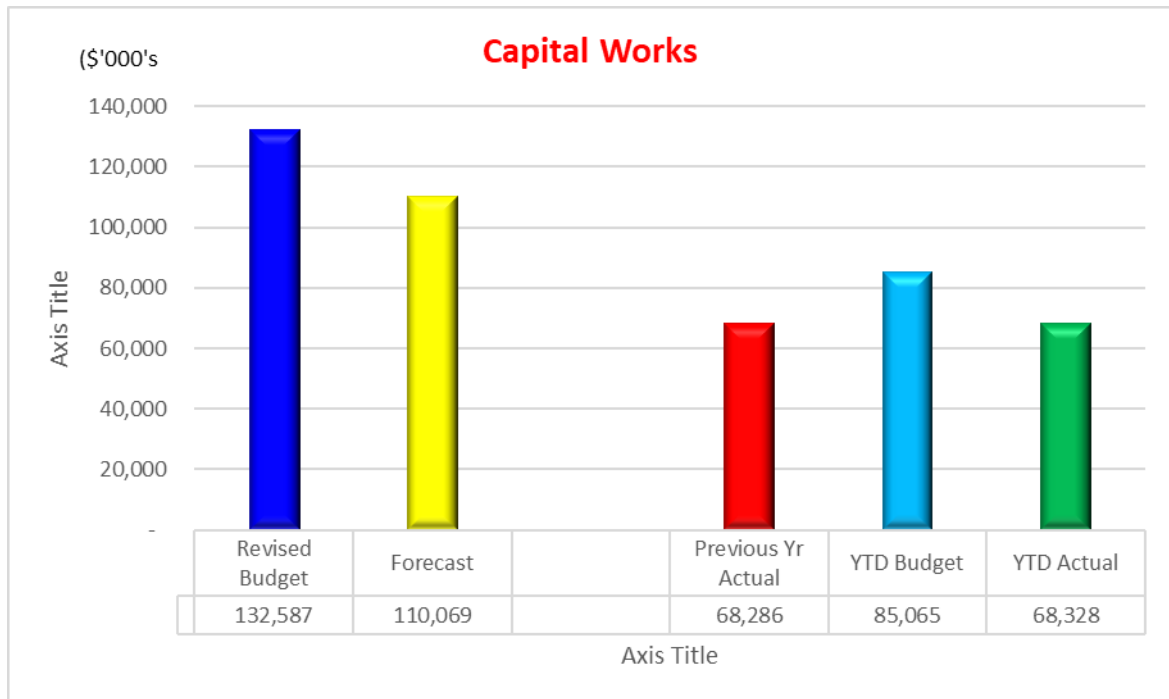
**Trend:**

The trend for the expenditure of capital works is for a steady increase in expenditure for the first eleven (11) months of the year with a final push in the month of June. There is a fine balance with capital expenditure in ensuring works are completed and remain within the timing parameters of the budget. The budgeted trend for the expenditure for capital works is illustrated below:

It should be noted that an unfavourable year to date result is not necessarily a negative result for Council. Over expenditure year to date can represent additional works completed ahead of schedule. This can be positive providing the Council has sufficient cashflow to accommodate this additional expenditure.



**Result:**



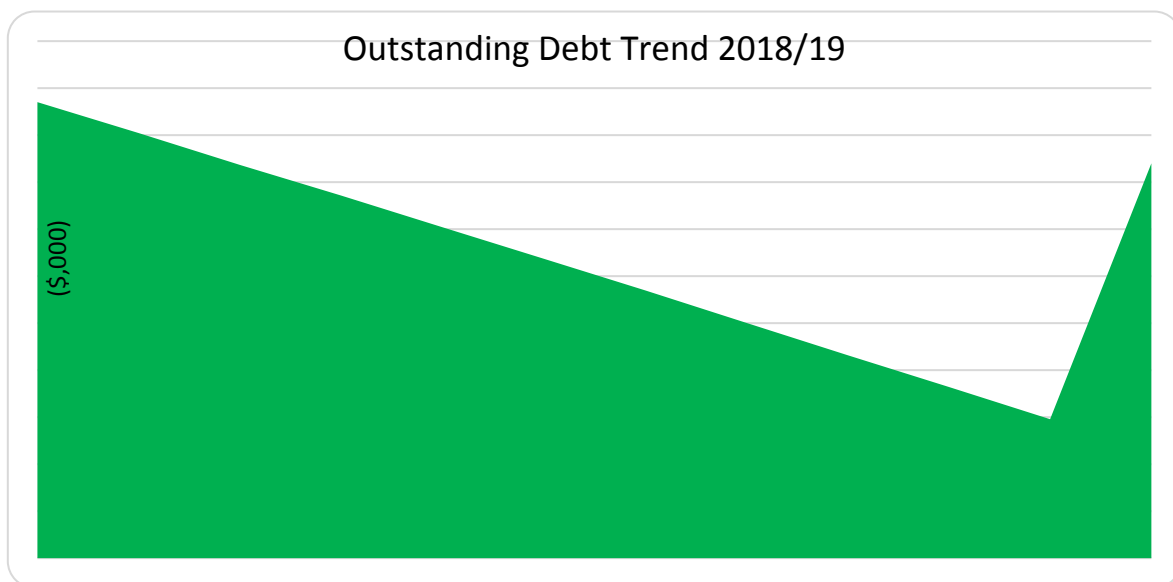
<b>Capital Budget Summary</b>		
No. Budgeted Projects	62	
No. Unbudgeted Projects	21	
<b>Total Projects</b>	<b>83</b>	
Budgeted Projects Commenced	55	<b>89%</b>
Unbudgeted Projects Commenced	16	<b>76%</b>
<b>Total Projects</b>	<b>71</b>	<b>86%</b>

**4. Debt Levels**

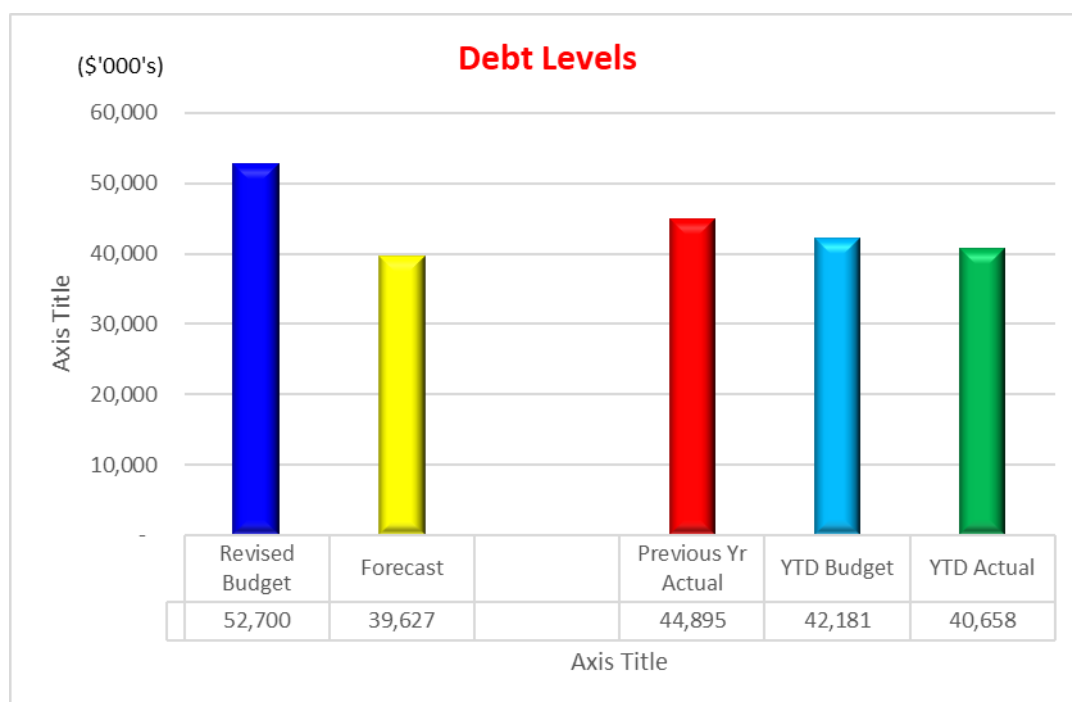
This indicator shows the level of debt owed by the City of Ballarat.

**Trend:**

The trend for the level of debt owed by the City of Ballarat will see a gradual decline in debt, (more than the budget) until May where the refinancing of the debt will occur.



**Result:**



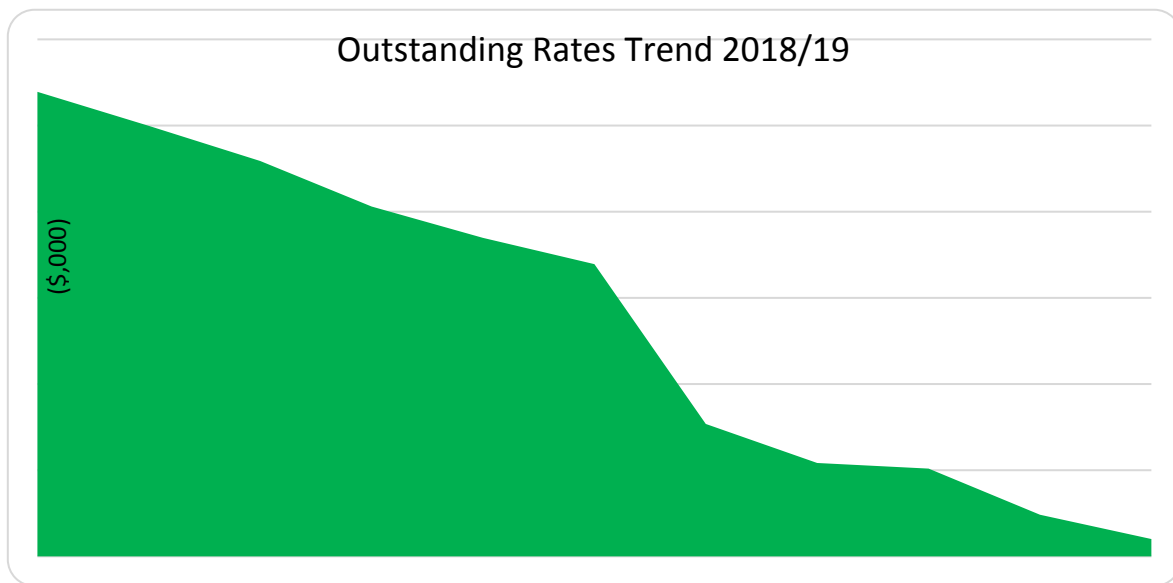


**5. Rate Receivables**

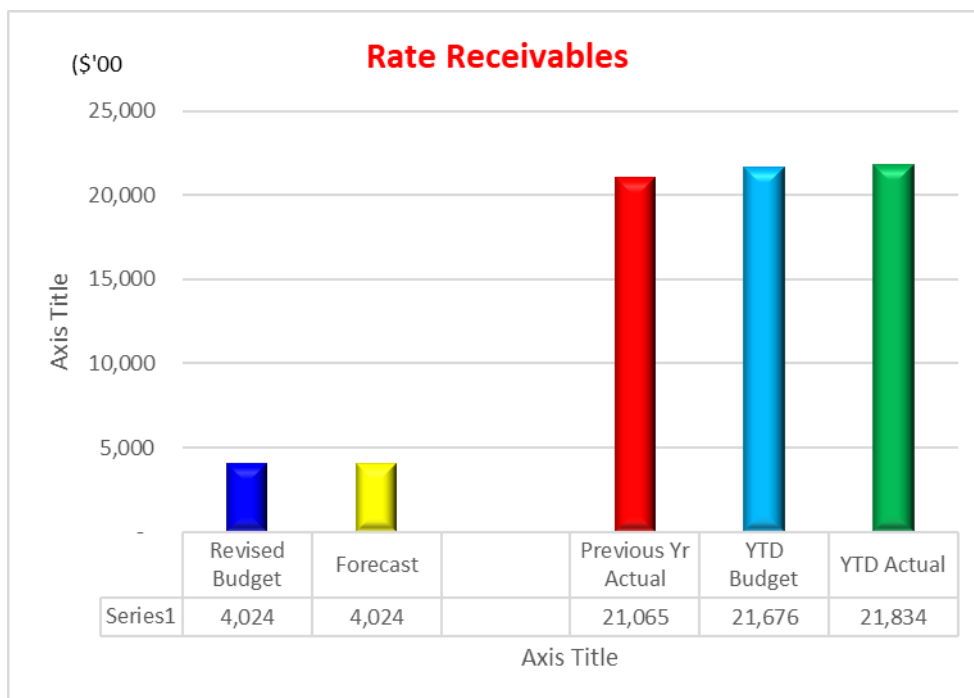
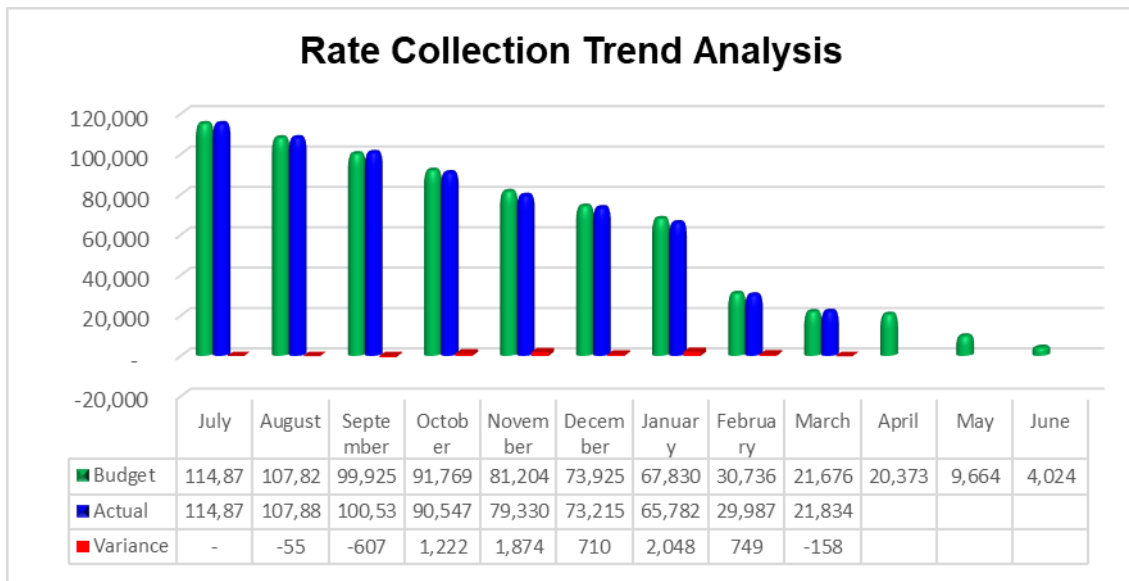
This indicator shows the level of money owed to the organisation from rates.

**Trend:**

The biggest influence on the trend for the collection of outstanding monies owed to the organisation is the payment of general rates. As the main payment date for general rates is not until February, the reduction of the outstanding debt is slow over the first seven (7) months of the financial year. During the month of February there is a dramatic reduction in the outstanding balance as this month is the due date for general rates.



**Result:**

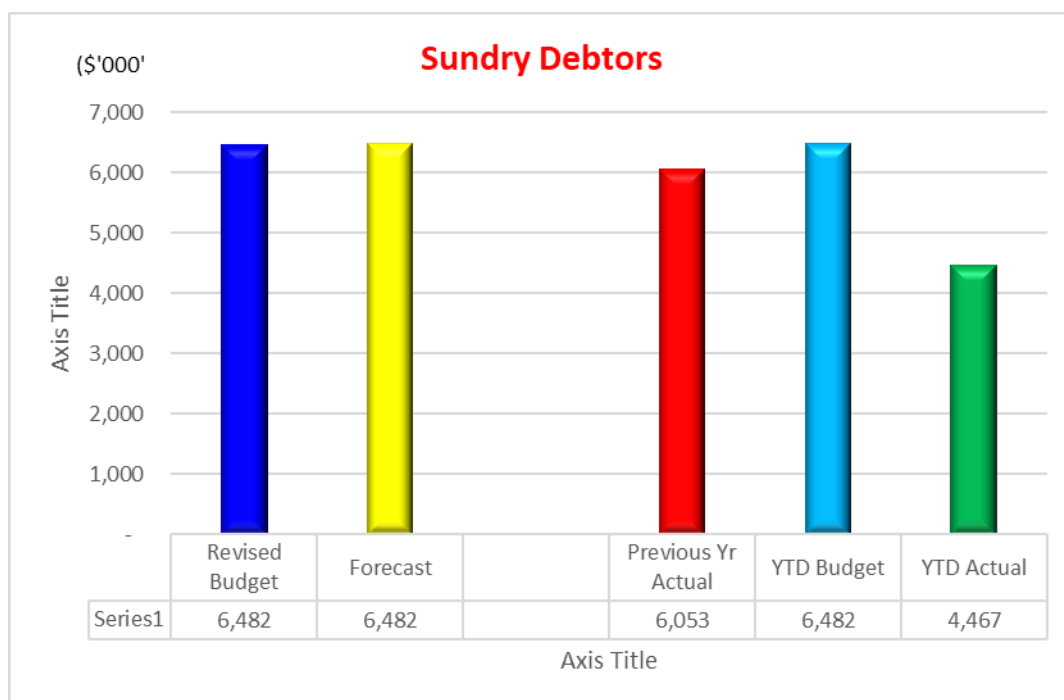


## 6. Sundry Debtors

This indicator shows the level of money owed to the organisation from fees and charges raised for service delivery and the reimbursement of funds for projects subject to Government grants.

### Trend:

The trend for the collection of outstanding monies owed to the organisation is generally an even collection rate throughout the year. Traditionally the level of sundry debtors has not been significant, however, over the last few years with the awarding of major capital projects funded by Government, at year end the level of outstanding Government grants has increased. These Government grants are expected to be repaid in the first half of the year, the remaining outstanding debts from fees and charges remain relatively constant.



**Cash and Investments**

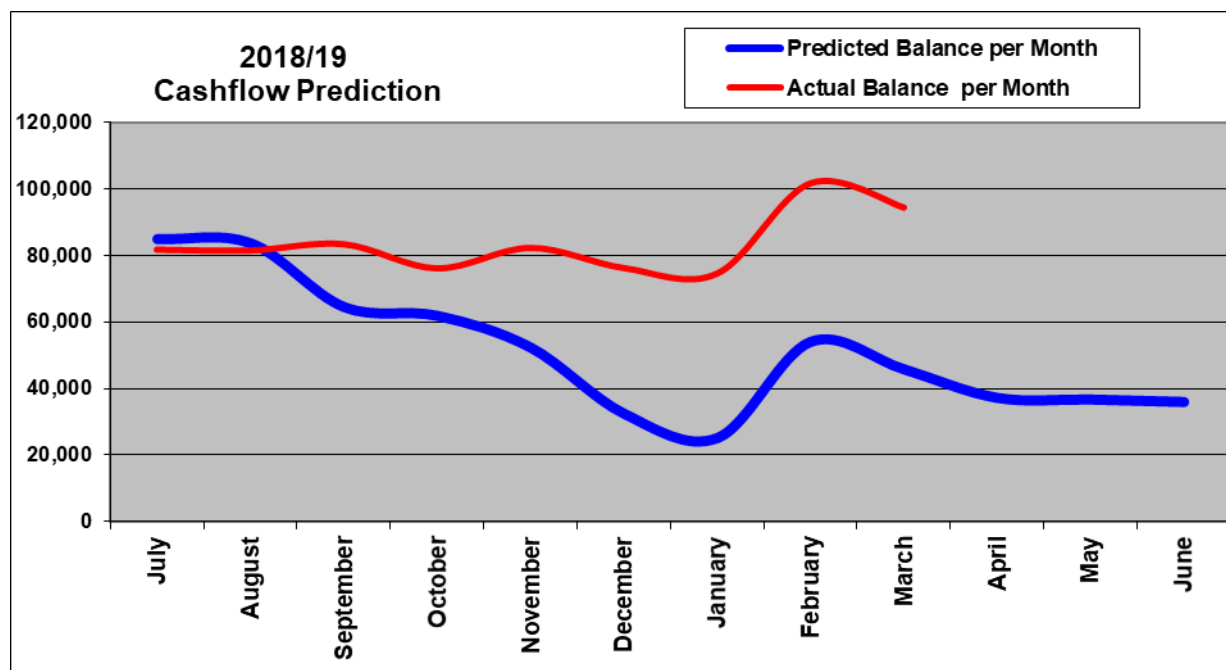
This indicator shows the level of cash held by the organisation at a point in time compared to the budget.

**Trend:**

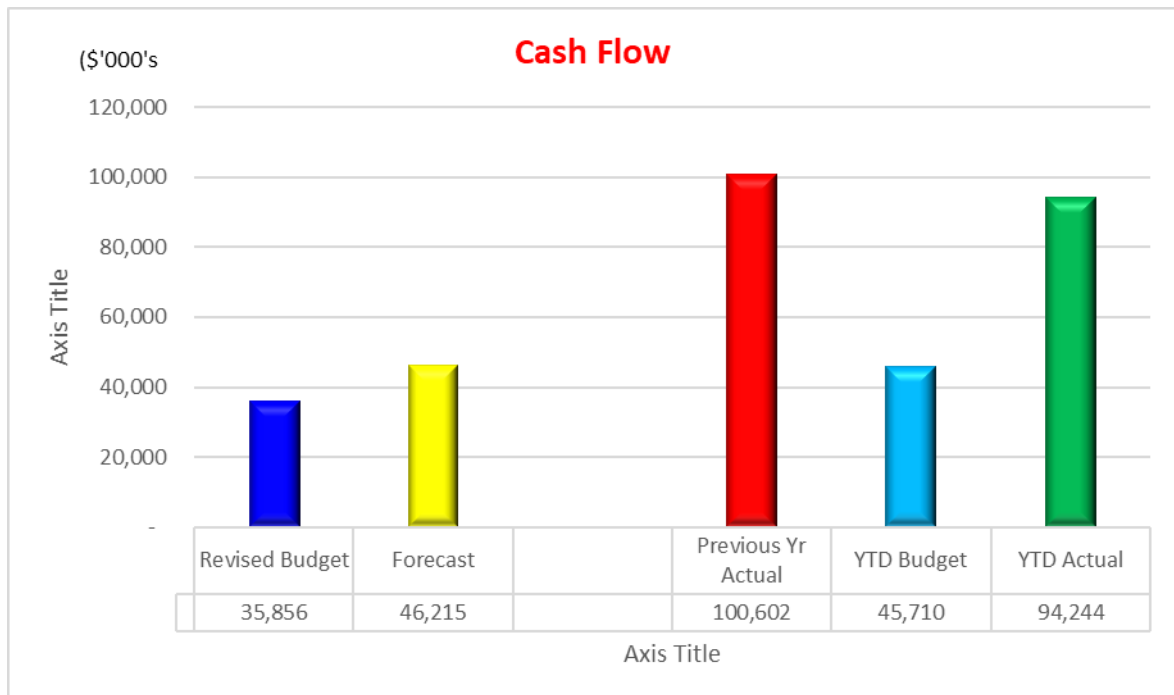
The trend for cash levels over the first seven (7) months of the financial year is a negative cash flow. This occurs due to the delay in receiving payments of general rates. This is the reason why it is essential to maintain a strong cash balance at the end of June each year which will enable the organisation to deliver projects and services without the need to utilise an overdraft facility.

During the months of January and February there is a positive cashflow due to the payment of the general rates, until the receipt of most of cash from rates, it is expected that there will be a reduction in cash for the period July to January of \$63.939 million.

The cashflow trend for the financial year is illustrated below:



**Result:**





## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017 – 2021

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	No	No
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	No	No
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	No	No

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

**Financial/Resources** – All issues regarding financial resources have been covered in the attached report.

## OFFICERS DECLARATIONS OF INTEREST

Under section 80C of the *Local Government Act 1989* officers providing advice to Council must disclose any interests, including the type of interest.

Director Business Services – Glenn Kallio

In providing this advice as the Director of Business Services and Author, I have no disclosable interests in this report.

## REFERENCE DOCUMENTS

- City of Ballarat Council Budget 2018 - 2019

## ATTACHMENTS

1. QTR 3 Financial Report [10.10.1]



**Quarterly Financial Report**  
Period Ending 31 March 2019

**Financial Statements & Performance  
Statements**

# Table of Contents

## Notes to Financial Statements

Comprehensive Income Statement	1
Balance Sheet	2
Cash Flow Statement	3
Net Capital Report - Expenditure	5
Net Capital Report - Revenue	7
Net Capital Report - Net Position	9
Statement of Capital Works	11

**Comprehensive Income Statement**  
**Period Ending 31 March 2019**

	Full Year			Year to Date		
	(\$'000's) Budget	(\$'000's) Forecast	(\$'000's) Var	(\$'000's) Budget	(\$'000's) Actual	(\$'000's) Var
<b>Income</b>						
Rates and charges	115,761	116,508	747	115,120	116,915	1,795
Statutory fees and fines	3,969	4,535	566	2,342	3,128	786
User Fees	24,206	24,552	346	18,018	17,573	(445)
Grants Operating	15,274	17,422	2,148	13,265	15,188	1,923
Grants Capital	13,561	10,952	(2,609)	10,411	2,922	(7,489)
Contributions Monetary	8,859	9,049	190	67	6,300	6,233
Contributions Non Monetary	22,402	22,603	201	0	3,766	3,766
Net Gain/(Loss) on disposal of property	0	27	27	0	146	146
Other Income	3,754	4,724	970	2,755	3,673	918
<b>Total income</b>	<b>207,786</b>	<b>210,372</b>	<b>2,586</b>	<b>161,978</b>	<b>169,611</b>	<b>7,633</b>
<b>Expenses</b>						
Employee Costs	65,872	64,552	1,320	48,773	45,960	2,813
Materials and services	62,605	64,253	(1,648)	47,393	47,636	(243)
Bad and doubtful debts	460	1,875	(1,415)	345	1,282	(937)
Depreciation and amortisation	32,649	30,917	1,732	24,487	24,197	290
Borrowing Costs	2,000	2,000	0	1,519	1,527	(8)
Other expenses	2,032	2,044	(12)	1,524	2,344	(820)
<b>Total expenses</b>	<b>165,618</b>	<b>165,641</b>	<b>(23)</b>	<b>124,041</b>	<b>122,946</b>	<b>1,095</b>
<b>Comprehensive result</b>	<b>42,168</b>	<b>44,731</b>	<b>2,563</b>	<b>37,937</b>	<b>46,665</b>	<b>8,728</b>

**Balance Sheet**  
As at 31 March 2019

	Full Year			Year to Date		
	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)
	Budget	Forecast	Var	Budget	Actual	Var
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	35,856	46,215	10,359	45,710	94,244	48,534
Rates Receivables	4,024	4,024	0	21,676	21,834	158
Trade and other receivables	6,482	6,482	0	6,482	4,467	(2,015)
Fire Services Levy	339	339	0	339	1,953	1,614
Inventories	342	342	0	342	340	(2)
Other assets	1,494	1,494	0	1,494	388	(1,106)
<b>Total current assets</b>	<b>48,537</b>	<b>58,896</b>	<b>10,359</b>	<b>76,043</b>	<b>123,226</b>	<b>47,183</b>
<b>Non-current assets</b>						
Trade and other receivables	13	13	0	13	6	(7)
Property, infrastructure, plant and equipment	1,661,532	1,640,663	(20,869)	1,620,602	1,586,706	(33,896)
Intangible Assets	83	83	0	83	21	(62)
Investment property	0	0	0	0	0	0
<b>Total non-current assets</b>	<b>1,661,628</b>	<b>1,640,759</b>	<b>(20,869)</b>	<b>1,620,698</b>	<b>1,586,733</b>	<b>(33,965)</b>
<b>Total assets</b>	<b>1,710,165</b>	<b>1,699,655</b>	<b>(10,510)</b>	<b>1,696,741</b>	<b>1,709,959</b>	<b>13,218</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables	7,823	7,823	0	10,793	6,651	4,142
Trust funds and deposits	4,983	4,983	0	4,983	4,721	262
Provisions	14,104	14,104	0	14,104	15,320	(1,216)
Interest-bearing loans and borrowings	4,073	4,073	0	4,073	1,031	3,042
Fire Services Levy	1,551	1,551	0	1,551	3,398	(1,847)
<b>Total current liabilities</b>	<b>32,534</b>	<b>32,534</b>	<b>0</b>	<b>35,504</b>	<b>31,121</b>	<b>4,383</b>
<b>Non-current liabilities</b>						
Provisions	5,710	5,710	0	5,710	5,710	0
Interest-bearing loans and borrowings	48,627	35,554	13,073	38,108	39,627	(1,519)
<b>Total non-current liabilities</b>	<b>54,337</b>	<b>41,264</b>	<b>13,073</b>	<b>43,818</b>	<b>45,337</b>	<b>(1,519)</b>
<b>Total liabilities</b>	<b>86,871</b>	<b>73,798</b>	<b>13,073</b>	<b>79,322</b>	<b>76,458</b>	<b>2,864</b>
<b>Net Assets</b>	<b>1,623,294</b>	<b>1,625,857</b>	<b>2,563</b>	<b>1,617,419</b>	<b>1,633,501</b>	<b>16,082</b>
<b>Equity</b>						
Accumulated surplus	1,113,798	1,116,361	2,563	1,107,923	1,124,005	16,082
Reserves	509,496	509,496	0	509,496	509,496	0
<b>Total Equity</b>	<b>1,623,294</b>	<b>1,625,857</b>	<b>2,563</b>	<b>1,617,419</b>	<b>1,633,501</b>	<b>16,082</b>



**Cash Flow Statement**  
**Period Ending 31 March 2019**

	Full Year Inflows/(Outflows)			Year to Date Inflows/(Outflows)		
	(\$'000's) Budget	(\$'000's) Forecast	(\$'000's) Var	(\$'000's) Budget	(\$'000's) Actual	(\$'000's) Var
<b>Cash flows from operating activities</b>						
Rates and charges	115,083	115,830	747	96,790	98,427	1,637
Statutory fees and fines	3,969	4,535	566	2,342	3,128	786
User Fees	24,206	24,552	346	17,673	17,397	(276)
Grants Operating	15,274	17,422	2,148	13,265	15,188	1,923
Grants Capital	13,561	10,952	(2,609)	10,411	4,937	(5,474)
Contributions Monetary	8,859	9,049	190	67	6,300	6,233
Interest received	1,500	2,165	665	1,125	1,453	328
Other receipts	2,254	2,559	305	1,630	2,222	592
Trust funds	0	0	0	0	(262)	(262)
Fire Services Levy	0	0	0	0	233	233
Payments to suppliers	(66,496)	(68,144)	(1,648)	(49,956)	(46,989)	2,967
Payments to employees	(65,872)	(64,552)	1,320	(48,773)	(44,744)	4,029
Other payments	(2,492)	(3,919)	(1,427)	(1,524)	(2,344)	(820)
<b>Net cash provided by (used in) operating activities</b>	<b>49,846</b>	<b>50,449</b>	<b>603</b>	<b>43,050</b>	<b>54,946</b>	<b>11,896</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment	(110,185)	(87,466)	22,719	(83,422)	(45,565)	37,857
Proceeds from sale of property, infrastructure, plant and equipment	300	410	110	225	530	305
Loans and advances to community organisations	0	0	0	0	0	0
Repayment of loans and advances from community organisations	0	0	0	0	7	7
<b>Net cash provided by (used in) investing activities</b>	<b>(109,885)</b>	<b>(87,056)</b>	<b>22,829</b>	<b>(83,197)</b>	<b>(45,028)</b>	<b>38,169</b>

**Cash Flow Statement**  
 Period Ending 31 March 2019

	Full Year Inflows/(Outflows			Year to Date Inflows/(Outflows		
	(\$'000's) Budget	(\$'000's) Forecast	(\$'000's) Var	(\$'000's) Budget	(\$'000's) Actual	(\$'000's) Var
<b>Cash flows from financing activities</b>						
Finance costs	(2,000)	(2,000)	0	(1,519)	(1,527)	(8)
Proceeds from interest bearing loans and borrowings	13,073	0	(13,073)	0	0	0
Repayment of interest bearing loans and borrowings	(4,073)	(4,073)	0	(1,519)	(3,042)	(1,523)
<b>Net cash provided by (used in) financing activities</b>	<b>7,000</b>	<b>(6,073)</b>	<b>(13,073)</b>	<b>(3,038)</b>	<b>(4,569)</b>	<b>(1,531)</b>
Net increase/(decrease) in cash and cash equivalents	(53,039)	(42,680)	10,359	(43,185)	5,349	48,534
Cash and cash equivalents at the beginning of the financial year	88,895	88,895	0	88,895	88,895	0
<b>Cash and cash equivalents at the end of the financial year</b>	<b>35,856</b>	<b>46,215</b>	<b>10,359</b>	<b>45,710</b>	<b>94,244</b>	<b>48,534</b>

**Net Capital Report**  
**Period Ending 31 March 2019**

Project	Expense							YTD Total Committed	Variance
	Annual Budget	June Forecast	Forecast Variance	YTD Budgets	YTD Actuals	Commitment	YTD Total Committed		
80152. Equipment	0	0	0	0	17,677	0	17,677	(17,677)	
80154. Library Books	378,741	378,741	0	284,058	206,815	0	206,815	77,243	
80294. Furniture	0	0	0	0	3,646	0	3,646	(3,646)	
80377. Subdividers Contribution	14,000,000	14,000,000	0	0	0	0	0	0	
80560. Art Donations For AGB	0	143,480	(143,480)	0	143,480	0	143,480	(143,480)	
82004. Parking Meter Replacement Program	81,600	81,600	0	81,600	0	0	0	81,600	
82070. Plant Replacement Program	3,030,081	3,030,081	0	2,300,000	1,723,593	1,324,678	3,048,272	(748,272)	
82075. BALC Assets & Equipment	363,755	363,755	0	363,755	84,818	0	84,818	278,937	
82076. Outdoor Swimming Pool Upgrade	140,662	140,662	0	140,662	9,694	0	9,694	130,968	
82197. Parks Development Program	292,577	292,577	0	292,577	149,900	25,600	175,500	117,077	
82201. Land Development Council Contribut.	104,040	104,040	0	69,040	52,601	8,845	61,446	7,594	
82243. IT Infrastructure Strategy	2,015,796	2,015,796	0	1,140,426	8,805	17,493	26,298	1,114,128	
82246. Desktop Replacement Program	1,331,217	1,331,217	0	1,209,451	1,281,369	55,450	1,336,819	(127,368)	
82312. Landfill Upgrade	690,325	690,325	0	690,325	459,107	185,148	644,255	46,070	
82333. City Entrances	165,485	165,485	0	165,485	16,625	141,665	158,290	7,195	
83170. Playground Improvement Program	61,200	61,200	0	40,000	39,232	13,462	52,694	(12,694)	
83355. Street and Park Furniture Renewal	168,795	168,795	0	145,000	55,740	70,560	126,300	18,700	
83357. Ballarat Botanical Gardens - Asset	61,200	61,200	0	40,800	21,309	33,530	54,839	(14,039)	
83365. Street Irrigation	104,040	104,040	0	104,040	0	69,310	69,310	34,730	
83366. Public Place Recycling	11,253	11,253	0	11,253	0	0	0	11,253	
83367. Civic Hall Redevelopment Project	4,234,029	4,294,994	(60,965)	4,234,029	4,029,411	412,849	4,442,259	(208,230)	
83376. School Crossing Supervisor Shelters	22,506	22,506	0	22,506	0	0	0	22,506	
83382. Playspace Upgrades	281,324	281,324	0	281,324	137,639	85,014	222,653	58,671	
83399. Art Gallery Ballarat	79,948	109,948	(30,000)	79,948	86,109	36,627	122,735	(42,787)	
83404. Facilities Upgrade	2,654,040	2,664,883	(10,843)	1,775,040	1,542,680	755,655	2,298,334	(523,294)	
83452. Bicycle Strategy Projects	265,200	265,200	0	265,200	16,560	4,010	20,570	244,630	
83453. Federal Blackspot Funding	1,000,000	932,865	67,135	1,000,000	235,461	0	235,461	764,539	
83454. Major New Capital Road Projects	510,000	490,000	20,000	510,000	476,764	11,092	487,856	22,144	
83455. Major Infrastructure Renewal Projec	8,497,564	8,922,519	(424,955)	8,377,564	3,987,248	2,485,426	6,472,675	1,904,889	
83457. Federal Roads to Recovery Funding	1,029,840	1,634,158	(604,318)	1,029,840	924,562	723,363	1,647,924	(618,084)	
83461. Public Art Program	215,587	315,587	(100,000)	173,530	142,363	31,094	173,457	73	
83581. Monument Renewal Program	112,529	112,529	0	50,000	15,233	210	15,443	34,557	
83587. Ball West Employment Zone Stage 2	4,241,996	4,241,996	0	4,241,996	4,000,000	0	4,000,000	241,996	
83599. Recreation Capital Improvement	15,385,148	5,950,148	9,435,000	5,137,448	1,569,642	1,590,049	3,159,691	1,977,757	
83600. Replacement Bin Program	337,589	337,589	0	302,589	141,348	545	141,892	160,697	
83603. IT System Development	2,943,872	2,943,872	0	2,207,904	268,652	579,980	848,632	1,359,272	
83604. Median Strip Landscaping	106,121	106,121	0	106,121	29,937	6,968	29,905	76,216	
83605. Major Rural Roads Infrastructure Wo	1,259,891	1,274,000	(14,109)	1,089,891	516,731	65,515	582,246	507,645	
83630. Wendouree Sports & Events Centre	6,551,269	10,265,674	(3,714,405)	6,551,269	12,442,687	5,084,549	17,527,235	(10,975,966)	
83632. DCP Construction WIK	6,709,296	6,922,781	(213,485)	3,306,982	2,085,684	0	2,085,684	1,221,298	
83633. DCP Land WIK	1,692,254	1,536,897	155,357	1,678,254	1,536,897	0	1,536,897	141,357	
83638. Sebastopol Library	2,056,382	2,056,382	0	2,056,382	2,114,570	63,724	2,178,294	(121,912)	
83673. Fernery	1,209,282	1,209,282	0	1,209,282	188,789	18,765	207,554	1,001,728	
83676. Lucas Community Hub	20,753	20,753	0	20,753	4,166	0	4,166	16,587	
83686. Little Bridge St Pocket Park	0	0	0	0	0	0	0	0	
83690. Bonshaw Early Years Centre	0	0	0	0	0	0	0	0	
83691. Iris Ramsey Kinder	0	0	0	0	0	0	0	0	
83698. Bicycle Paths	367,200	367,200	0	267,200	100,497	0	100,497	166,703	
83699. Bridge Rehabilitation	214,200	214,200	0	150,000	51,380	73,065	124,445	25,555	
83700. Bus Shelter repair and replacement	163,220	186,130	(22,910)	80,000	126,733	30,940	157,672	(77,672)	
83701. Drainage Projects	827,220	827,220	0	720,000	558,593	183,352	741,945	(21,945)	
83702. Lake Wendouree Infrastructure Works	223,348	223,348	0	192,511	38,189	14,123	52,313	140,199	
83703. Kerb and channelling	448,800	471,300	(22,500)	150,000	269,179	83,959	353,138	(203,138)	
83704. Footpath Works	550,800	552,400	(1,600)	350,000	424,203	40,463	464,666	(114,666)	
83705. Minor Road improvements /upgrades	1,176,060	1,240,000	(63,940)	1,176,060	1,200,210	35,000	1,235,210	(59,150)	
83706. DCP Construction	13,150,269	1,235,400	1	7,616,622	872,921	3,978	876,899	6,739,723	
83711. DCP Land Purchase	3,366,950	0	3,366,950	3,366,950	0	0	0	3,366,950	
83712. Mt Pleasant Kindergarten	0	375,000	(375,000)	0	162,246	0	162,246	(162,246)	

**Net Capital Report**  
**Period Ending 31 March 2019**

Project	Expense							YTD Total Committed	Variance
	Annual Budget	June Forecast	Forecast Variance	YTD Budgets	YTD Actuals	Commitment	YTD Total Committed		
83713. Girrabanya Upgrade	368,850	993,350	(624,500)	368,850	642,057	403,424	1,045,481	(676,631)	
83715. Wendouree West Rec Reserve	0	35,210	(35,210)	0	9,245	10,000	19,245	(19,245)	
83716. Gardens House Relocation	300,000	300,000	0	300,000	45,333	204,303	249,635	50,365	
83717. HMT Conservation Works	6,484,028	6,484,028	0	4,684,028	2,035,648	2,997,156	5,032,803	(348,775)	
83718. Flood Repairs Sept 16	0	180,942	(180,942)	0	0	480,477	480,477	(480,477)	
83720. Social Infrastructure Capital Impro	1,797,683	1,797,683	0	1,714,683	1,118,695	138,046	1,256,741	457,942	
83726. SSRIP Safer Cyclists & Pedestrian F	6,325,017	6,325,017	0	4,800,000	410,954	97,891	508,846	4,291,154	
83729. Town Hall - Living Heritage	97,500	97,500	0	97,500	0	0	0	97,500	
83731. Eureka Stadium Devop Options	0	6,600	(6,600)	0	3,300	0	3,300	(3,300)	
83732. Marveloo	44,296	87,823	(43,527)	44,296	79,321	1,200	80,521	(36,225)	
83733. Eureka Centre Equipment	14,629	14,629	0	0	0	0	0	0	
83735. Waste to Energy Plant	10,000,000	5,000,000	5,000,000	5,000,000	76,348	52,770	129,118	4,870,882	
83736. Bridges	750,000	447,022	302,978	450,000	72,022	0	72,022	377,978	
83737. CBD Parking Action Plan	1,500,000	1,500,000	0	750,000	62,586	97,545	160,131	589,869	
83739. NBN Reinstatement	0	473,216	(473,216)	0	74,015	30,249	104,264	(104,264)	
83741. White Flat Public Safety Upgrade	0	180,000	(180,000)	0	(0)	0	(0)	0	
83742. SMART CITY LoRaWAN Gateway	0	12,615	(12,615)	0	12,615	0	12,615	(12,615)	
83743. Land Purchase Ballarat North	0	63,700	(63,700)	0	63,700	0	63,700	(63,700)	
83744. Wendouree Childcare Centre Extensio	0	50,000	(50,000)	0	13,062	41,627	54,689	(54,689)	
83745. Girrabanya Equipment	0	10,000	(10,000)	0	0	0	0	(0)	
83746. Wendouree CC External Works	0	9,514	(9,514)	0	29,445	0	29,445	(29,445)	
83748. Wendouree CC equipment	0	0	0	0	454	0	454	(454)	
83749. Electrinoc Waste Storage Shed	0	0	0	0	165	1,000	1,165	(1,165)	
83750. SMART City & Suburbs Grant	0	251,323	(251,323)	0	15,985	0	15,985	(15,985)	
83753. Phoenix Deck	0	0	0	0	3,231	72,978	76,209	(76,209)	
<b>Grand Total</b>	<b>132,587,257</b>	<b>110,068,625</b>	<b>10,603,764</b>	<b>85,065,024</b>	<b>49,332,874</b>	<b>18,994,717</b>	<b>68,327,591</b>	<b>16,737,433</b>	

**Net Capital Report**  
**Period Ending 31 March 2019**

Project	Revenue							Variance
	Annual Budget	June Forecast	Forecast Variance	YTD Budgets	YTD Actuals	Commitment	YTD Total Committed	
80152. Equipment	0	0	0	0	0	0	0	0
80154. Library Books	0	0	0	0	0	0	0	0
80294. Furniture	0	0	0	0	0	0	0	0
80377. Subdividers Contribution	(14,000,000)	(14,000,000)	0	0	0	0	0	0
80560. Art Donations For AGB	0	(143,480)	143,480	0	(143,480)	0	(143,480)	143,480
82004. Parking Meter Replacement Program	0	0	0	0	0	0	0	0
82070. Plant Replacement Program	(300,000)	(365,324)	65,324	(225,000)	(424,803)	0	(424,803)	199,803
82075. BALC Assets & Equipment	0	0	0	0	0	0	0	0
82076. Outdoor Swimming Pool Upgrade	0	0	0	0	0	0	0	0
82197. Parks Development Program	0	0	0	0	0	0	0	0
82201. Land Development Council Contribut.	0	0	0	0	0	0	0	0
82243. IT Infrastructure Strategy	0	0	0	0	0	0	0	0
82246. Desktop Replacement Program	0	0	0	0	0	0	0	0
82312. Landfill Upgrade	0	0	0	0	0	0	0	0
82333. City Entrances	0	0	0	0	0	0	0	0
83170. Playground Improvement Program	0	0	0	0	0	0	0	0
83355. Street and Park Furniture Renewal	0	0	0	0	0	0	0	0
83357. Ballarat Botanical Gardens - Asset	0	0	0	0	0	0	0	0
83365. Street Irrigation	0	0	0	0	0	0	0	0
83366. Public Place Recycling	0	0	0	0	0	0	0	0
83367. Civic Hall Redevelopment Project	0	(60,965)	60,965	0	(60,965)	0	(60,965)	60,965
83376. School Crossing Supervisor Shelters	0	0	0	0	0	0	0	0
83382. Playspace Upgrades	0	0	0	0	0	0	0	0
83399. Art Gallery Ballarat	0	(30,000)	30,000	0	(30,000)	0	(30,000)	30,000
83404. Facilities Upgrade	0	(10,843)	10,843	0	(30,483)	0	(30,483)	30,483
83452. Bicycle Strategy Projects	0	0	0	0	0	0	0	0
83453. Federal Blackspot Funding	(600,000)	(1,332,865)	732,865	(450,000)	(182,015)	0	(182,015)	(267,985)
83454. Major New Capital Road Projects	0	0	0	0	0	0	0	0
83455. Major Infrastructure Renewal Projec	0	(200,638)	200,638	0	(611,334)	0	(611,334)	611,334
83457. Federal Roads to Recovery Funding	(1,000,000)	(1,634,158)	634,158	(750,000)	0	0	0	(750,000)
83461. Public Art Program	0	(100,000)	100,000	0	(100,000)	0	(100,000)	100,000
83581. Monument Renewal Program	0	0	0	0	0	0	0	0
83587. Ball West Employment Zone Stage 2	0	0	0	0	0	0	0	0
83599. Recreation Capital Improvement	(211,000)	(776,000)	565,000	(211,000)	(315,525)	0	(315,525)	104,525
83600. Replacement Bin Program	0	0	0	0	0	0	0	0
83603. IT System Development	0	0	0	0	0	0	0	0
83604. Median Strip Landscaping	0	0	0	0	0	0	0	0
83605. Major Rural Roads Infrastructure Wo	0	0	0	0	0	0	0	0
83630. Wendouree Sports & Events Centre	0	(3,714,405)	3,714,405	0	(3,714,405)	0	(3,714,405)	3,714,405
83632. DCP Construction WIK	(8,401,550)	(8,459,679)	58,129	0	(2,085,684)	0	(2,085,684)	2,085,684
83633. DCP Land WIK	0	0	0	0	(1,536,897)	0	(1,536,897)	1,536,897
83638. Sebastopol Library	0	0	0	0	0	0	0	0
83673. Fernery	0	0	0	0	0	0	0	0
83676. Lucas Community Hub	0	0	0	0	0	0	0	0
83686. Little Bridge St Pocket Park	0	(50,600)	50,600	0	(50,600)	0	(50,600)	50,600
83690. Bonshaw Early Years Centre	0	0	0	0	(80,000)	0	(80,000)	80,000
83691. Iris Ramsey Kinder	0	(26,112)	26,112	0	(26,112)	0	(26,112)	26,112
83698. Bicycle Paths	0	0	0	0	0	0	0	0
83699. Bridge Rehabilitation	0	0	0	0	0	0	0	0
83700. Bus Shelter repair and replacement	0	(22,910)	22,910	0	(22,910)	0	(22,910)	22,910
83701. Drainage Projects	0	(36,278)	36,278	0	(24,185)	0	(24,185)	24,185
83702. Lake Wendouree Infrastructure Works	0	0	0	0	0	0	0	0
83703. Kerb and channelling	0	(33,750)	33,750	0	(22,500)	0	(22,500)	22,500
83704. Footpath Works	0	(5,250)	5,250	0	(4,318)	0	(4,318)	4,318
83705. Minor Road improvements /upgrades	0	0	0	0	0	0	0	0
83706. DCP Construction	0	0	0	0	0	0	0	0
83711. DCP Land Purchase	0	0	0	0	0	0	0	0
83712. Mt Pleasant Kindergarten	0	(375,000)	375,000	0	(337,500)	0	(337,500)	337,500



**Net Capital Report**  
**Period Ending 31 March 2019**

Project	Revenue							Variance
	Annual Budget	June Forecast	Forecast Variance	YTD Budgets	YTD Actuals	Commitment	YTD Total Committed	
83713. Girrabanya Upgrade	0	(624,500)	624,500	0	(562,500)	0	(562,500)	562,500
83715. Wendouree West Rec Reserve	0	(35,210)	35,210	0	(35,210)	0	(35,210)	35,210
83716. Gardens House Relocation	0	0	0	0	0	0	0	0
83717. HMT Conservation Works	0	0	0	0	(400,000)	0	(400,000)	400,000
83718. Flood Repairs Sept 16	0	(180,942)	180,942	0	(0)	0	(0)	0
83720. Social Infrastructure Capital Impro	0	0	0	0	0	0	0	0
83726. SSRIP Safer Cyclists & Pedestrian F	(6,000,000)	(6,000,000)	0	(4,500,000)	(95,667)	0	(95,667)	(4,404,333)
83729. Town Hall - Living Heritage	0	0	0	0	0	0	0	0
83731. Eureka Stadium Devop Options	0	(6,600)	6,600	0	(6,600)	0	(6,600)	6,600
83732. Marveloo	0	(43,527)	43,527	0	(43,527)	0	(43,527)	43,527
83733. Eureka Centre Equipment	0	0	0	0	0	0	0	0
83735. Waste to Energy Plant	(5,000,000)	0	(5,000,000)	(3,750,000)	0	0	0	(3,750,000)
83736. Bridges	(750,000)	(447,022)	(302,978)	(750,000)	0	0	0	(750,000)
83737. CBD Parking Action Plan	0	0	0	0	0	0	0	0
83739. NBN Reinstatement	0	(473,216)	473,216	0	(473,216)	0	(473,216)	473,216
83741. White Flat Public Safety Upgrade	0	(180,000)	180,000	0	(180,000)	0	(180,000)	180,000
83742. SMART CITY LoRaWAN Gateway	0	(12,615)	12,615	0	(12,615)	0	(12,615)	12,615
83743. Land Purchase Ballarat North	0	0	0	0	(0)	0	(0)	0
83744. Wendouree Childcare Centre Extensio	0	0	0	0	0	0	0	0
83745. Girrabanya Equipment	0	(10,000)	10,000	0	(10,000)	0	(10,000)	10,000
83746. Wendouree CC External Works	0	(19,514)	19,514	0	(19,514)	0	(19,514)	19,514
83748. Wendouree CC equipment	0	(6,124)	6,124	0	(6,124)	0	(6,124)	6,124
83749. Electrinoc Waste Storage Shed	0	0	0	0	0	0	0	0
83750. SMART City & Suburbs Grant	0	(251,323)	251,323	0	(251,323)	0	(251,323)	251,323
83753. Phoenix Deck	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>(36,262,550)</b>	<b>(39,668,850)</b>	<b>3,406,300</b>	<b>(10,636,000)</b>	<b>(11,900,013)</b>	<b>0</b>	<b>(11,900,013)</b>	<b>1,264,013</b>

**Net Capital Report**  
**Period Ending 31 March 2019**

Project	Net Position							YTD Total Committed	Variance
	Annual Budget	June Forecast	Forecast Variance	YTD Budgets	YTD Actuals	Commitments			
80152. Equipment	0	0	0	0	17,677	0	17,677	(17,677)	
80154. Library Books	378,741	378,741	0	284,058	206,815	0	206,815	77,243	
80294. Furniture	0	0	0	0	3,646	0	3,646	(3,646)	
80377. Subdividers Contribution	0	0	0	0	0	0	0	0	
80560. Art Donations For AGB	0	0	0	0	0	0	0	0	
82004. Parking Meter Replacement Program	81,600	81,600	0	81,600	0	0	0	81,600	
82070. Plant Replacement Program	2,730,081	2,664,757	65,324	2,075,000	1,298,790	1,324,678	2,623,468	(548,468)	
82075. BALC Assets & Equipment	363,755	363,755	0	363,755	84,818	0	84,818	278,937	
82076. Outdoor Swimming Pool Upgrade	140,662	140,662	0	140,662	9,694	0	9,694	130,968	
82197. Parks Development Program	292,577	292,577	0	292,577	149,900	25,600	175,500	117,077	
82201. Land Development Council Contribut.	104,040	104,040	0	69,040	52,601	8,845	61,446	7,594	
82243. IT Infrastructure Strategy	2,015,796	2,015,796	0	1,140,426	8,805	17,493	26,298	1,114,128	
82246. Desktop Replacement Program	1,331,217	1,331,217	0	1,209,451	1,281,369	55,450	1,336,819	(127,368)	
82312. Landfill Upgrade	690,325	690,325	0	690,325	459,107	185,148	644,255	46,070	
82333. City Entrances	165,485	165,485	0	165,485	16,625	141,665	158,290	7,195	
83170. Playground Improvement Program	61,200	61,200	0	40,000	39,232	13,462	52,694	(12,694)	
83355. Street and Park Furniture Renewal	168,795	168,795	0	145,000	55,740	70,560	126,300	18,700	
83357. Ballarat Botanical Gardens - Asset	61,200	61,200	0	40,800	21,309	33,530	54,839	(14,039)	
83365. Street Irrigation	104,040	104,040	0	104,040	0	69,310	69,310	34,730	
83366. Public Place Recycling	11,253	11,253	0	11,253	0	0	0	11,253	
83367. Civic Hall Redevelopment Project	4,234,029	4,234,029	0	4,234,029	3,968,446	412,849	4,381,294	(147,265)	
83376. School Crossing Supervisor Shelters	22,506	22,506	0	22,506	0	0	0	22,506	
83382. Playspace Upgrades	281,324	281,324	0	281,324	137,639	85,014	222,653	58,671	
83399. Art Gallery Ballarat	79,948	79,948	0	79,948	56,109	36,627	92,735	(12,787)	
83404. Facilities Upgrade	2,654,040	2,654,040	0	1,775,040	1,512,197	755,655	2,267,851	(492,811)	
83452. Bicycle Strategy Projects	265,200	265,200	0	265,200	16,560	4,010	20,570	244,630	
83453. Federal Blackspot Funding	400,000	(400,000)	800,000	550,000	53,446	0	53,446	496,554	
83454. Major New Capital Road Projects	510,000	490,000	20,000	510,000	476,764	11,092	487,856	22,144	
83455. Major Infrastructure Renewal Projec	8,497,564	8,721,881	(224,317)	8,377,564	3,375,914	2,485,426	5,861,341	2,516,223	
83457. Federal Roads to Recovery Funding	29,840	0	29,840	279,840	924,562	723,363	1,647,924	(1,368,084)	
83461. Public Art Program	215,587	215,587	0	173,530	42,363	31,094	73,457	100,073	
83581. Monument Renewal Program	112,529	112,529	0	50,000	15,233	210	15,443	34,557	
83587. Ball West Employment Zone Stage 2	4,241,996	4,241,996	0	4,241,996	4,000,000	0	4,000,000	241,996	
83599. Recreation Capital Improvement	15,174,148	5,174,148	10,000,000	4,926,448	1,254,117	1,590,049	2,844,166	2,082,282	
83600. Replacement Bin Program	337,589	337,589	0	302,589	141,348	545	141,892	160,697	
83603. IT System Development	2,943,872	2,943,872	0	2,207,904	268,652	579,980	848,632	1,359,272	
83604. Median Strip Landscaping	106,121	106,121	0	106,121	22,937	6,968	29,905	76,216	
83605. Major Rural Roads Infrastructure Wo	1,259,891	1,274,000	(14,109)	1,089,891	516,731	65,515	582,246	507,645	
83630. Wendouree Sports & Events Centre	6,551,269	6,551,269	0	6,551,269	8,728,282	5,084,549	13,812,830	(7,261,561)	
83632. DCP Construction WIK	(1,692,254)	(1,536,898)	(155,356)	3,306,982	0	0	0	3,306,982	
83633. DCP Land WIK	1,692,254	1,536,897	155,357	1,678,254	0	0	0	1,678,254	
83638. Sebastopol Library	2,056,382	2,056,382	0	2,056,382	2,114,570	63,724	2,178,294	(121,912)	
83673. Fernery	1,209,282	1,209,282	0	1,209,282	188,789	18,765	207,554	1,001,728	
83676. Lucas Community Hub	20,753	20,753	0	20,753	4,166	0	4,166	16,587	
83686. Little Bridge St Pocket Park	0	(50,600)	50,600	0	(50,600)	0	(50,600)	50,600	
83690. Bonshaw Early Years Centre	0	0	0	0	(80,000)	0	(80,000)	80,000	
83691. Iris Ramsey Kinder	0	(26,112)	26,112	0	(26,112)	0	(26,112)	26,112	
83698. Bicycle Paths	367,200	367,200	0	267,200	100,497	0	100,497	166,703	
83699. Bridge Rehabilitation	214,200	214,200	0	150,000	51,380	73,065	124,445	25,555	
83700. Bus Shelter repair and replacement	163,220	163,220	0	80,000	103,823	30,940	134,762	(54,762)	
83701. Drainage Projects	827,220	790,942	36,278	720,000	534,408	183,352	717,759	2,241	
83702. Lake Wendouree Infrastructure Works	223,348	223,348	0	192,511	38,189	14,123	52,313	140,199	
83703. Kerb and channelling	448,800	437,550	11,250	150,000	246,679	83,959	330,638	(180,638)	
83704. Footpath Works	550,800	547,150	3,650	350,000	419,885	40,463	460,348	(110,348)	
83705. Minor Road improvements /upgrades	1,176,060	1,240,000	(63,940)	1,176,060	1,200,210	35,000	1,235,210	(59,150)	
83706. DCP Construction	13,150,269	1,235,400	11,914,869	7,616,622	872,921	3,978	876,899	6,739,723	
83711. DCP Land Purchase	3,366,950	0	3,366,950	3,366,950	0	0	0	3,366,950	
83712. Mt Pleasant Kindergarten	0	0	0	0	(175,254)	0	(175,254)	175,254	

**Net Capital Report**  
**Period Ending 31 March 2019**

Project	Net Position							Variance
	Annual Budget	June Forecast	Forecast Variance	YTD Budgets	YTD Actuals	Commitments	YTD Total Committed	
83713. Girrabanya Upgrade	368,850	368,850	0	368,850	79,557	403,424	482,981	(114,131)
83715. Wendouree West Rec Reserve	0	0	0	0	(25,966)	10,000	(15,966)	15,966
83716. Gardens House Relocation	300,000	300,000	0	300,000	45,333	204,303	249,635	50,365
83717. HMT Conservation Works	6,484,028	6,484,028	0	4,684,028	1,635,648	2,997,156	4,632,803	51,225
83718. Flood Repairs Sept 16	0	0	0	0	0	480,477	480,477	(480,477)
83720. Social Infrastructure Capital Impro	1,797,683	1,797,683	0	1,714,683	1,118,695	138,046	1,256,741	457,942
83726. SSRIP Safer Cyclists & Pedestrian F	325,017	325,017	0	300,000	315,287	97,891	413,179	(113,179)
83729. Town Hall - Living Heritage	97,500	97,500	0	97,500	0	0	0	97,500
83731. Eureka Stadium Devop Options	0	0	0	0	(3,300)	0	(3,300)	3,300
83732. Marveloo	44,296	44,296	0	44,296	35,794	1,200	36,994	7,302
83733. Eureka Centre Equipment	14,629	14,629	0	0	0	0	0	0
83735. Waste to Energy Plant	5,000,000	5,000,000	0	1,250,000	76,348	52,770	129,118	1,120,882
83736. Bridges	0	0	0	(300,000)	72,022	0	72,022	(372,022)
83737. CBD Parking Action Plan	1,500,000	1,500,000	0	750,000	62,586	97,545	160,131	589,869
83739. NBN Reinstatement	0	0	0	0	(399,201)	30,249	(368,952)	368,952
83741. White Flat Public Safety Upgrade	0	0	0	0	(180,000)	0	(180,000)	180,000
83742. SMART CITY LoRaWAN Gateway	0	0	0	0	0	0	0	0
83743. Land Purchase Ballarat North	0	63,700	(63,700)	0	63,700	0	63,700	(63,700)
83744. Wendouree Childcare Centre Extensio	0	50,000	(50,000)	0	13,062	41,627	54,689	(54,689)
83745. Girrabanya Equipment	0	0	0	0	(10,000)	0	(10,000)	10,000
83746. Wendouree CC External Works	0	(10,000)	10,000	0	9,932	0	9,932	(9,932)
83748. Wendouree CC equipment	0	(6,124)	6,124	0	(5,671)	0	(5,671)	5,671
83749. Electrinoc Waste Storage Shed	0	0	0	0	165	1,000	1,165	(1,165)
83750. SMART City & Suburbs Grant	0	0	0	0	(235,338)	0	(235,338)	235,338
83753. Phoenix Deck	0	0	0	0	3,231	72,978	76,209	(76,209)
<b>Grand Total</b>	<b>96,324,707</b>	<b>70,399,775</b>	<b>25,924,932</b>	<b>74,429,024</b>	<b>37,432,861</b>	<b>18,994,717</b>	<b>56,427,578</b>	<b>18,001,446</b>

**Statement of Capital Works**  
**Period Ending 31 March 2019**

	Full Year			Year to Date		
	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)
	Budget	Forecast	Var	Budget	Actual	Var
<b>Property</b>						
Land	3,367	64	3,303	3,367	64	3,303
Land improvements	0	0	0	0	0	0
<b>Total land</b>	<b>3,367</b>	<b>64</b>	<b>3,303</b>	<b>3,367</b>	<b>64</b>	<b>3,303</b>
<b>Buildings</b>						
Heritage buildings	4,234	4,295	(61)	4,234	4,442	(208)
Building improvements	18,657	23,505	(4,848)	15,978	28,756	(12,778)
Leasehold improvements	0	0	0	0	0	0
<b>Total buildings</b>	<b>22,891</b>	<b>27,800</b>	<b>(4,909)</b>	<b>20,212</b>	<b>33,198</b>	<b>(12,986)</b>
<b>Total property</b>	<b>26,258</b>	<b>27,864</b>	<b>(1,606)</b>	<b>23,579</b>	<b>33,262</b>	<b>(9,683)</b>
<b>Plant and equipment</b>						
Heritage plant and equipment	0	0	0	0	0	0
Plant, machinery and equipment	3,126	3,126	0	2,382	3,066	(684)
Fixtures, fittings and furniture	0	163	(163)	0	177	(177)
Computers and telecommunications	6,628	6,892	(264)	4,860	2,458	2,402
Library books	379	379	0	284	207	77
<b>Total plant and equipment</b>	<b>10,133</b>	<b>10,560</b>	<b>(427)</b>	<b>7,526</b>	<b>5,908</b>	<b>1,618</b>
<b>Infrastructure</b>						
Roads	13,740	14,760	(1,020)	13,448	10,682	2,766
Bridges	964	661	303	600	196	404
Footpaths and cycleways	918	1,393	(475)	617	669	(52)
Drainage	827	1,008	(181)	720	1,222	(502)
Recreational, leisure and community facilities	22,801	13,508	9,293	10,941	4,351	6,590
Waste management	10,702	5,702	5,000	5,702	775	4,927
Parks, open space and streetscapes	2,079	2,079	0	2,059	705	1,354
Aerodromes	0	0	0	0	0	0
Off street car parks	1,500	1,500	0	750	160	590
Other infrastructure	20,264	8,575	11,689	14,137	6,774	7,363
<b>Total infrastructure</b>	<b>73,795</b>	<b>49,186</b>	<b>24,609</b>	<b>48,974</b>	<b>25,534</b>	<b>23,440</b>
<b>Total capital works expenditure</b>	<b>110,186</b>	<b>87,610</b>	<b>22,576</b>	<b>80,079</b>	<b>64,704</b>	<b>15,375</b>
<b>Represented by:</b>						
New asset expenditure	41,407	25,868	15,539	29,932	25,197	4,735
Asset renewal expenditure	68,067	60,758	7,309	49,437	38,782	10,655
Asset expansion expenditure	690	690	0	690	644	46
Asset upgrade expenditure	22	294	(272)	20	81	(61)
<b>Total capital works expenditure</b>	<b>110,186</b>	<b>87,610</b>	<b>22,576</b>	<b>80,079</b>	<b>64,704</b>	<b>15,375</b>

**10.11. DRAFT 2019-20 BUDGET**

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Glenn Kallio - Director Business Services

**RECOMMENDATION**

**Council resolves to:**

- 1. Give Public Notice in accordance with sections 129 and 223 of the *Local Government Act 1989* of Council's intention to adopt, at a Special Council meeting of Council to be held at 7.00 pm on Wednesday 26 June 2019, the proposed 2019-20 Budget.**
- 2. In accordance with the provisions of Section 171 of the Local Government 1989, Council will waive \$92.50 of the Rates Levied for the 2019-20 year on properties where the ratepayer:-**
  - a) Is an eligible recipient within the meaning of the State Concessions Act 2004, and has qualified for a waiver under Section 171(4) of the *Local Government Act 1989*, and,**
  - b) Who lives alone in their own home and is solely responsible for the payment of rates and charges on that property.**
- 3. Invite and consider public submissions under Section 223 of the *Local Government Act 1989*, on the proposals contained in the 2019-20 draft budget and/or the granting of a rate rebate to eligible pensioners and/or Recreational 1 rateable properties. Written public submissions will be accepted for 28 days ending 9.00am Monday 17 June 2019.**
- 4. Any person who wishes to be heard in support of a submission received by Council should indicate in the written submission that he or she wishes to be heard. Any person requesting that he or she be heard in support of a submission is entitled to appear before a meeting of the Council either personally or by a person acting on his or her behalf at a Special Council meeting scheduled for Wednesday 19 June 2019 at 7:00pm.**
- 5. In accordance with the provisions of Section 171 of the *Local Government 1989*, Council will waive the Rates Levied for the 2019-20 year on properties where the property is classified as Recreational 1 for rating purposes: -**

**The objective of this waiver is to provide financial assistance to those sporting and recreational clubs that are required to pay rates.**

**EXECUTIVE SUMMARY**

The Council must prepare a Budget and Strategic Resource Plan for each financial year. The Budget is to contain the information specified in the *Local Government Act 1989* (the Act) and all details required by the *Local Government (Planning and Reporting) Regulations 2014* (the Regulations). As soon as practicable after the Council has prepared a Budget it must give Public Notice. Any person has the right to make a submission under section 223 of the Act on any proposal contained in the Budget.



Following the completion of the statutory obligations including consideration of submissions, Council may adopt the Budget.

It will be prudent and fiscally responsible to ensure the adoption of the 2019-20 Budget by 30 June 2019 to comply with the Act, and to set the direction and priorities of the Council.

## RATIONALE

### Budget 2019-20

Council is required to give public notice of the proposed budget and Strategic Resource Plan, and invite and consider submissions under Section 223 of the *Local Government Act 1989*, on the proposals contained in the 2019-2020 budget.

Principal components of the 2019-20 budget include:

- Rate increase 2.50% (within the cap set by the Minister)
- New Borrowings \$10m
- Waste Management Charge \$363.10
- Green Waste Charge \$70.30

Written public submissions will be accepted for 28 days commencing Monday 20 May, 2019, closing 9.00 am on Monday 17 June 2019. A special meeting of Council will be held on Wednesday 19 June 2019 to hear the submissions where a submitter has requested to be heard. Those members of the community that have submitted a written submission can request to present that submission to the Special Council meeting. All written submissions received by the Ballarat City Council will be kept confidential as to the matters raised within.

Council will hold a Special Council meeting on Wednesday 26 June 2019 to consider and adopt the 2019-20 Budget and Strategic Resource Plan.

A public notice of the adopted budget and declaration of rates and charges being scheduled to be lodged in The Courier on Saturday 29 June 2019.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

The financial operations are conducted within the financial policy framework of Council and the financial 2018-19 Budget is prepared in accordance with the appropriate regulations, legislation and Australian Accounting Standards.

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/cultural	No	No
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	Yes	Yes
Risk Management	No	No
Implementation and Marketing	Yes	Yes
Evaluation and Review	Yes	Yes

**Human Rights** - It is considered that this Report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 200*.

**Financial/Resources** - The major financial issue associated with this report are considered with the 2019-20 Draft Budget.

**Implementation/Marketing** - Information outlining the 2019-20 draft budget will be available from both the Town Hall and Phoenix buildings. The draft budget will also be available on the City of Ballarat's website. Various media articles will be circulated during the submission period relating to the draft budget.

**Evaluation and Review** – Evaluation and review occurs at the close of the public submission period at which time Council will review all submissions received. Council will evaluate all submissions and the draft budget, amend if required with the view to adopt the budget on 26 June 2019.

#### **OFFICER' DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

#### **REFERENCE DOCUMENTS**

- Nil

#### **ATTACHMENTS**

Nil

**10.12. COUNCIL PLAN ANNUAL REVIEW**

**Division:** Innovation and Organisational Improvement  
**Director:** Cameron Gray  
**Author/Position:** Matthew Swards – Manager Business Improvement

**OFFICER RECOMMENDATION****Council resolves to:**

- 1. Note the review of the Council Plan 2017-2021; and**
- 2. Note that no adjustments are proposed.**

**EXECUTIVE SUMMARY**

The purpose of this report is to inform the Council that no adjustments are proposed to the Council Plan 2017-2021 (Council Plan) as the result of this year's review. The *Local Government Act 1989* (the Act) requires the Council, at least once each financial year, to 'consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan'.

During this year's budget and annual planning discussions, Councillors and Officers considered whether any adjustments may be required to the Council Plan. Following that process no adjustments to the Council Plan are proposed this year.

**RATIONALE**

Section 125(7) of the Act requires that Council consider at least once every financial year whether the Council Plan requires any adjustment. Where an adjustment is proposed to the Council Plan strategic objectives (four-year outcomes), strategies for achieving its objectives (four-year priorities) or indicators for monitoring the achievement of the strategic objectives, Council must consult the community pursuant to section 223 of the Act. As no adjustment to the Council Plan is recommended, section 223 does not apply.

**LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS**

- *Charter of Human Rights and Responsibilities Act 2006*
- *City of Ballarat Council Plan 2017-2021*
- *Local Government Act 1989*

**REPORTING AND COMPLIANCE STATEMENTS**

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	No	No
<b>Environmental/Sustainability</b>	No	No
<b>Economic</b>	No	No
<b>Financial/Resources</b>	Yes	No
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	No	No
<b>Evaluation and Review</b>	Yes	Yes

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

**Risk Management** – The *Local Government Act 1989* requires Council to consider any adjustments to the Council Plan on an annual basis.

**Evaluation and Review** – Council will continue to report on the progress against the Council Plan on a quarterly basis.

**CONSULTATION**

Not applicable.

**OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

**REFERENCE DOCUMENTS**

- Nil

**ATTACHMENTS**

Nil

**10.13. FOOD STRATEGY**

**Division:** Community Development  
**Director:** Neville Ivey  
**Author/Position:** Caroline Amirtharajah - Health and Wellbeing Planning Officer

**OFFICER RECOMMENDATION****Council resolves to:**

- 1. Place the draft Food Strategy on public exhibition including using MySay for a period of one month.**

**EXECUTIVE SUMMARY**

The draft strategy, *Good Food for All 2019-22*, outlines the main issues facing the community in relation to the food system, clarifies Council's role to address these issues, draws attention to the breadth of community projects in this area, and details a series of actions to be undertaken over the next four years. *Good Food for All* was developed following a long period of facilitated consultation and open and online opportunities for feedback from June to December 2018.

**RATIONALE**

*Good Food for All 2019-22* is the first plan of Council which recognises health, sustainability and food security issues within the local food system, and the significant and influential role of Council. The plan also recognises the positive economic impact of the local food system, the importance of supporting local producers and retailers and the social and community benefits of supporting a diverse and inclusive food culture.

Food systems include all aspects of producing, transporting, processing, retailing and consuming food, plus disposing of food and packaging waste. The current food system makes it easy for people to purchase more processed foods with less nutritional value and has also encouraged people to consume ready prepared meals without developing the skills required to grow or prepare foods.

The current food system has contributed to significant physical and mental health issues and high levels of preventable chronic disease, with 2 in every 3 adults and at least one quarter of children overweight or obese. There are also high levels of food insecurity, with a recent analysis of welfare agencies showing 12% of people in Ballarat had accessed emergency food relief at least once over a 12-month period.

Another key area of the strategy is to address food waste. Generally, a third of household waste is attributed to food, which has been estimated to cost households over \$2000 per year. The plan also draws attention to the impact the current food system has on the environment, with organisations such as VicHealth and Deakin University, VEIL (Victorian Eco-Innovation Lab) and the Public Health Association of Australia all agreeing that the current highly processed diet which is often transported long distances and includes high levels of red meat is not sustainable and will eventually threaten Australia's food security and reliance on imported foods.



Local government has been identified as a key influencer within the food system, with the opportunity to showcase healthy eating environments at Council managed facilities, the motive to reduce food waste, the authority to support local food production and the incentive to promote a vibrant local food culture through support of local businesses and festivals.

The plan also recognises the essential role of other stakeholders and community who are working to build a more resilient local food system. Stakeholders such as Ballarat Community Health, local welfare organisations and schools which are working together to alleviate the impacts of food insecurity, community groups which are promoting ways to reduce food and packaging waste, and opportunities such as food festivals and farmers markets which showcase local producers and offer alternative markets.

The vision of the plan is *'all community members have access to and celebrate a vibrant, nutritious and sustainable food system'* with three key priorities and associated aims:

Priority 1 - Increase access to and promotion of safe and nutritious food

- Encourage greater consumption of healthy food and drinks
- Improve community knowledge and skills to grow and prepare healthy meals
- Support community food system programs

Priority 2 – Support a sustainable local food system

- Reduce food and packaging waste
- Support local food production and sales

Priority 3 – Celebrate a vibrant, inclusive food culture

- Encourage a healthy and inclusive food culture which supports and promotes local producers and strengthens community consultation

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021
- Municipal Public Health and Wellbeing Plan 2017-2021
- Resource Recovery and Waste Management Strategy 2019-22
- Urban Forest Action Plan
- Economic Program 2015-19
- Ballarat Strategy
- Intercultural City Strategic Plan 2017-21

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	No
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	Yes	Yes
<b>Economic</b>	Yes	Yes
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	No	No
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	Yes	Yes

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

**Social/Cultural** – The strategy recognises food as an integral part of daily life, with community sharing meals and celebrating occasions. Challenges created by the current food system can have detrimental social impacts upon community through physical and mental health issues, lack of access to healthy food and reduction of skills needed to grow, prepare or store healthy food. Access to culturally appropriate foods can also be an issue for food insecurity. The plan encourages continued celebration of our culturally diverse community through food-based events.

**Environmental/Sustainability** – Food waste has been identified as a key issue which costs households over \$2000 per year but also contributes substantially to production of greenhouse gases within landfill. The sustainability of current diets has also been noted with research and state government organisations suggesting communities move towards a less processed diet of locally produced foods and less red meat, in order to secure Australia's food security and decrease reliance on imported foods.

**Economic** – A key priority of the strategy is to support local food culture, through festivals and food related events, and support of local businesses and producers.

**Financial/Resources** – Actions from the strategy will be achievable using current staffing resources and annual operational budgets.

**Implementation and Marketing** – With an inaugural strategy which has broad impact across the community, the various changes and actions will be communicated and promoted through the Council media channels, and officers will gain feedback from local health and wellbeing organisations who are also working to implement similar healthy eating policies.

**Evaluation and Review** – The plan includes a series of short and medium term outcomes which will be monitored annually against the baseline measures and targets to determine progress towards the aims of each priority. The long-term outcomes are unlikely to show considerable change within the life of the plan but will still be reported on after four years to update any progress.

## CONSULTATION

The consultation began in June 2018 with a facilitated workshop of relevant Council staff to clarify the various areas where Council has impact on the local food system and to identify areas of opportunity for future actions. A second facilitated workshop was held in June 2018 which was attended by 30 stakeholders from organisations and community groups with an interest in the food system. Key themes from these workshops were outlined in a series of poster boards which were on display in the Ballarat Library for a period of a week, followed by exhibition at eight library outreach venues over the following week. The documents were then all available online at the MySay section of the Council website, with further opportunity to have input over a month-long period from November to December 2018. Following the end of the consultation phase 71 community members had provided documented input into the development of the draft strategy. However, as the information was clearly on display at the Ballarat Library for a period of a week the number of people who may have accessed the information would be larger.

## **OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

## **REFERENCE DOCUMENTS**

[Food Insecurity Report \(Ballarat\)](#)

[The role of cities in climate resilient food systems – A Foodprint Melbourne briefing.](#)

[A Future for Food 2 – Healthy. Sustainable. Fair.](#)

[Australian food supply scenarios: Implications for policy and practice.](#)

## **ATTACHMENTS**

1. Food Strategy 2019-2022 **[10.13.1]**
2. Stakeholder and Community Workshop - Food Strategy **[10.13.2]**
3. My Say Survey Results **[10.13.3]**



CITY OF  
**BALLARAT** 

# **GOOD FOOD FOR ALL**

---

Food Strategy 2019-2022

---

<b>Introduction</b>	<b>4</b>
<b>Challenges created</b>	<b>5</b>
<b>Role of Local Government</b>	<b>6</b>
<b>Role of individuals, community groups and other organisations</b>	<b>7</b>
<b>Community consultation</b>	<b>10</b>
<b>Vision</b>	<b>12</b>
<b>Priority 1</b>	<b>13</b>
<b>Priority 2</b>	<b>14</b>
<b>Priority 3</b>	<b>15</b>
<b>Monitoring impacts and outcomes of actions</b>	<b>16</b>
<b>Consultation process</b>	<b>17</b>
<b>Context</b>	<b>18</b>
<b>Reference</b>	<b>19</b>









## Introduction

Food is an essential and enjoyable part of daily life. We look forward to sharing meals, celebrating occasions, trying new flavours and remembering key moments with food. Food has a significant influence on our physical and mental health, is a major feature of socialising and offers key economic opportunities.

Local government is one of many influencers on the food system. Food systems include all aspects of producing, transporting, processing, retailing and consuming food, plus disposing of food and packaging waste. The food system influences our food choices - where we buy food, how we consume food and what we consume.

Today's dominant food system is urbanised, globally connected and creates multiple challenges for society. Key features of this dominant food system include year-round access to seasonal foods which are transported large distances, purchasing from a small number of large retailers and buying more processed foods with less nutritional value. This system, which forms a disconnect to our local producers, also makes it easy for people to consume foods without developing skills to grow and prepare foods.

This City of Ballarat Food Strategy has been developed in the context of state, regional and local government plan priorities, following consideration of local data and consultation with community and stakeholders over the past 12 months. It outlines the City of Ballarat's role in the local food system and the actions council will take over the next four years to begin to address these challenges.

## Challenges created...

Although most people seem to have good access to food on a regular basis, the food system is creating many difficult challenges for our health and for the environment:

**Physical and mental health** – Today's food system makes it easier for people to make poor food choices, choosing food which is low in nutrients but high in energy. Easy access to low nutrient foods is driving the local obesity epidemic and associated chronic diseases, and high rates of dental health issues. Over 61% of Ballarat adults and 27% of children are now either overweight or obese<sup>1</sup>, and dental caries are the most common but potentially avoidable reason for a child to access health services<sup>2</sup>. Recent research has also shown clear linkages between a poor diet low in fresh foods, and a higher incidence of depression, across all age groups<sup>3</sup>.

**Food insecurity** – Key components of food insecurity are inadequate access to food, inadequate supply of food and inadequate preparation of food, which could be due to a lack of skills or lack of resources. In Ballarat, a recent analysis of welfare agencies showed at least 12% of our population were food insecure and had accessed emergency food relief at least once in the past 12 months<sup>4</sup>. When people do not have enough food, it affects all aspects of daily life and can severely restrict economic, social and educational participation in the community. Food insecurity can have short and long-term detrimental effects upon children who have poorer education and health outcomes and are more prone to obesity and chronic diseases<sup>5</sup>.

**Food literacy** – As communities become more urbanised and globally connected, we have also lost connection with where and how our food is grown, the seasonality of foods, and the skills required to grow, harvest, store and prepare healthy foods. As growing and cooking skills are lost, people are buying more pre-prepared meals and snacks, which tend to be higher in energy and lower in nutrients than meals prepared at home. The average annual spend on food eaten outside the home is estimated at nearly \$4,900 per household, and while food marketers have noticed a big trend in the past year (14%) towards healthy eating preferences in food retail<sup>6</sup>, research shows 58% of the food budget is currently being spent on junk (high energy but low nutrient) foods<sup>7</sup>.

**Food and resource waste** – If food is thrown into the rubbish bin and goes to landfill, it releases methane, a potent greenhouse gas. When food is wasted, it also wastes the resources used to grow, harvest, transport, store and process the food. Generally, a third of household rubbish bins are made up of wasted food, estimated at \$2,136 per household per year<sup>8</sup>. As processed foods take up a large proportion of the diet, the packaging of these foods also contributes substantially to household waste.

**Environmental impact** – The current typical Australian diet, which is high in processed and non-local foods and includes high intakes of red meat, is not only unhealthy, it is also environmentally unsustainable<sup>9</sup>. Australia's ecological footprint is three times the world average and food production accounts for around 30% of this footprint<sup>10</sup>. Recent economic analysis shows if communities continue to follow the current unhealthy diet, increasing water deficits, land degradation and no reduction in greenhouse gas emissions will threaten Australia's food security and increase reliance on imported foods<sup>11</sup>.





## Role of local government

Individuals and organisations can influence and strengthen the immediate food system and how it impacts locally. Daily choices and decisions of many individuals, and people making decisions within organisations, workplaces, educational settings and sports clubs, can bring about change at the local level, and address the challenges of the current food system.

Local government can positively influence the food system, particularly in the following areas:

**Public spaces and facilities** – ensure healthy food and drink options are available for staff, visitors and in public spaces and facilities managed by local government

**Regulation and planning** – support local food production through the local planning scheme and assist food businesses with regulatory compliance

**Waste education and recycling** – educate the community to avoid, reduce and recycle waste

**Community development** – support community groups and organisations to increase community capacity and individual skills to grow and prepare foods

**Facilitate partnerships** – develop strong relationships with key stakeholders, organisations and government to strengthen the local food system

**Data and evidence** – gather information to support decision-making on the local food system and associated challenges

**Education and information** – provide information and support development of skills through communication tools and educators

**Service delivery** – contracted services to support eligible clients with a nutritious home delivered meal.





## Role of individuals, community groups and other organisations

Strengthening the local food system will take a concerted effort by many organisations, community groups and particularly individuals.

The food choices people make are heavily influenced by the environments where they spend a lot of time - at schools, workplaces, sports clubs and socialising. Individual organisations, such as council, can develop policies to ensure their workforce and visitors have more access to healthy food and drinks. However, if we have multiple organisations across the city striving for the same healthy outcomes, the collective impact of the changes will have far greater effect on the health and wellbeing of the Ballarat community.

There are numerous projects being delivered across the city where the key issues of food security, healthy eating and sustainable food production are actively being addressed. A key part of this strategy is to raise awareness of these projects, so community members can become more involved in food projects in their local area and take a proactive approach to strengthen the local food system.



A selection of local projects include:

### **Education**

Stephanie Alexander's Kitchen Garden Programs – currently operating in 16 local primary schools and one early learning centre \*

Get Grubby program in early learning centres \* Food is Free Green Space runs gardening workshops for children \* Ballarat Permaculture Guild workshops

### **Promoting healthy food and drinks**

Ballarat Community Health supporting schools, early learning centres and workplaces to become accredited as healthy eating settings through the Achievement Program \* YMCA 'no red drinks' policy at their facilities \* Ballarat Health Services offering Healthy Choices at food outlets

### **Improving food security**

SecondBite – administered by Ballarat Community Health, collecting surplus food from local supermarkets and redistributing to local schools and food relief agencies \* Food Access Network – group representing local food relief agencies meets to discuss issues and opportunities to share resources \* Ballarat Foundation has food security as a key priority area and raises funds through Feed Ballarat campaign \* Foodbank has secured Victorian Government funding of \$500m to build a warehouse and support local emergency food relief agencies \* school breakfast programs





### **Sustainable food production**

Community gardens in Ballarat East, YMCA Delacombe, Buninyong, Learmonth and Ballarat North Neighbourhood House \* Food is Free Green Space

### **Reducing food waste**

Hidden Orchard harvest fruit from backyards or public areas and share with owners, pickers and local charities \* ShareWaste.com – online platform linking people who want to get rid of waste sustainably with others who have a compost heap \* Grampians Central West Waste Resource and Recovery Group – run sustainability programs through schools (Resource Smart Schools)

### **Developing a local food culture**

Visit Ballarat - regional tourism marketing and development organisation \* Plate Up Ballarat – month long celebration of local food supporting local producers through cafes and restaurants \* Eat Drink West – central source for Western Victorian food information \* Central Highlands Regional Food Hub – new regional project situated in Daylesford and supported by surrounding councils

### **Alternative markets**

Brown Hill Market \* Ballarat Farmers Market – Lake Wendouree \* Bridge Mall Farmers Market \* Ballarat Local Produce Swap \* Ballarat Wholefoods Collective \* Buninyong Community Collective



## Community consultation

The key issues raised by stakeholders and the community on what actions the City of Ballarat should take to strengthen the food system focus on:

### **Reducing food waste:**

*“Provide resources to support the use of worm farms, composting and backyard chooks, connect people to sites where they can take their waste – what a lovely way to connect neighbours and look after our environment at the same time.”*

### **Supporting education:**

*“Support relevant community organisations to provide education programs, classes or demonstrations of just how easy and rewarding it is to grow food.”*

### **Leadership and advocacy:**

*“Advocacy and support for the Ballarat food hub and associated activities such as cooking education and training.”*

### **Supporting local producers:**

*“Connect producers with community, develop council-led healthy local food initiatives like discounts for residents at pick-up points or local producer food boxes for delivery.”*





**Creating healthy council facilities:**

*“Ensure all council run facilities adhere to a healthy food and drink policy for food procurement, provision and promotion.”*

**Developing local events:**

*“More food-oriented festivals funded by council supporting local producers to celebrate their wares.”*

**Healthier options at food businesses:**

*“Encourage businesses to offer healthy options for kids’ meals – other than just chicken nuggets and chips – perhaps a Ballarat Healthy Dining campaign?”*

**Edible plants in public spaces:**

*“Encourage and provide food-producing plants in public areas – fruit trees in parks, nature strips, front verge gardens.”*



**Vision:**  
**All community members have access to and celebrate a vibrant, nutritious and sustainable food system.**

To achieve this vision, the City of Ballarat will work with community and partner organisations to undertake actions which support the following priorities:

- **Increase access to and promotion of safe and nutritious food**
- **Support a sustainable local food system**
- **Celebrate a vibrant, inclusive food culture**

Local governments are required under the Victorian Public Health and Wellbeing Act to **protect** public health, **prevent** disease and illness, **promote** conditions in which people can be healthy and **reduce health and wellbeing inequalities**. Taking lead from these directives, considering the community feedback, the local health and wellbeing status and the context of state government priorities, the City of Ballarat has developed a series of achievable actions given the resources and timeframe available.

# Priority 1: Increase access to and promotion of safe and nutritious food

## Key aims for this priority are to:

- Encourage greater consumption of healthy food and drinks
- Improve community knowledge and skills to grow and prepare healthy meals
- Support community food system programs

## Actions

### Short-medium term

- 1.1 Develop policies which ensure council-managed facilities and workplaces follow Healthy Choices guidelines
- 1.2 Develop a healthy catering guide based on Healthy Choices guidelines which supports local food businesses
- 1.3 Develop a strategy which encourages sports clubs using council facilities to follow Healthy Choices guidelines
- 1.4 Investigate the feasibility of a program which encourages local food providers to offer healthy children's menu options
- 1.5 Support local schools and early learning centres to deliver programs which improve skills to grow and prepare healthy foods
- 1.6 Support local community groups and organisations to deliver programs and information which improve food literacy skills
- 1.7 Create and promote a list of local community kitchens and public barbecues
- 1.8 Increase the number of water drinking taps in public spaces

### Ongoing

- 1.9 Support a regional approach to healthy eating by participating in the Central Highlands Prevention Network
- 1.10 Advocate for increased food security through support of projects and actions undertaken by the Food Access Network
- 1.11 Undertake and support research into local food system issues
- 1.12 Support businesses and community groups to comply with Victorian Government food safety regulations
- 1.13 Be responsive to clients' needs for provision of a nutritious, appropriate meal within the home for eligible clients within an active service model
- 1.14 Provide weekly support of local emergency food relief agencies with main meals, which are excess to the delivered meal service

## Strategic Linkages

Council Plan 2017-21, Municipal Public Health and Wellbeing Plan 2017-21



## Priority 2: Support a sustainable local food system

### Key aims for this priority are to:

**Reduce food and packaging waste**

**Support local food production and sales**

**Manage the use of agricultural land to support agriculture and food security**

### Actions

#### Short-medium term

- 2.1 Register for the Compost Revolution program and promote the composting and worm farm products available
- 2.2 Promote local shared composting sites through online platforms such as ShareWaste
- 2.3 Encourage use of current promotional platforms to raise the profile of local producers
- 2.4 Support alternative retail opportunities for local producers including farmers markets and farm gate sales
- 2.5 Trial planting of food trees in public spaces as outlined in the Urban Forest Action Plan

#### Ongoing

- 2.6 Support the Grampians Central West Waste Resource and Recovery Group with educational programs and advocacy around reducing waste
- 2.7 Support community groups to deliver gardening and composting workshops through the Community Impact Grants program
- 2.8 Support planting of edible gardens in public areas through the Nature Strip Policy and guidelines
- 2.9 Review the Ballarat Rural Land Use strategy to ensure it continues to appropriately manage agricultural land in alignment with future values and aspirations for the agricultural sector, and to ensure resilience in the context of climate change projections
- 2.10 Collaborate with surrounding local government authorities to support industry development of a coordinated local food supply chain
- 2.11 Engage with Rural Councils Victoria and other key stakeholders to identify state wide opportunities for better managing the rural interface area and protecting agricultural land from encroachment
- 2.12 Consider 'Food Sensitive Planning and Urban Design' recommendations when undertaking strategic planning projects and reviewing the local planning scheme

### Strategic Linkages

Resource Recovery and Waste Management Strategy 2019-22, Urban Forest Action Plan, Economic Program 2015-19, Ballarat Strategy, Municipal Public Health and Wellbeing Plan 2017-21



## Priority 3: Celebrate a vibrant, inclusive food culture

**Key aim for this priority is to:**

**Encourage a healthy and inclusive food culture which supports and promotes local producers and strengthens community connections**

### **Actions**

#### **Short-medium term**

- 3.1 Support inclusive community events which focus on celebrating nutritious and local foods
- 3.2 Provide opportunity for local producers to promote products at City of Ballarat events and festivals
- 3.3 Increase the range of healthy eating options at City of Ballarat-run and supported events

#### **Ongoing**

- 3.4 Encourage celebration and knowledge of Indigenous and culturally diverse foods through community events
- 3.5 Collaborate with Visit Ballarat to promote projects which feature local food producers

### **Strategic Linkages**

Municipal Public Health and Wellbeing Plan 2017-21, Intercultural City Strategic Plan 2017-21

## Monitoring impacts and outcomes of actions...

Short-term outcomes	Data source	Baseline measure	Target (by 2022)
Workplace healthy food and drink policies developed	Engaged Communities	Currently no policy regarding workplace food and drinks	Policy in place and being implemented by end 2019
Catering guide produced	Engaged Communities	Currently no catering policy or guidelines	Catering guide produced and being implemented by end 2019
An increase in the number of households purchasing products each year through Compost Revolution	Compost Revolution	27 orders	250
Increase in local sites registered on ShareWaste platform	Online data	28 sites	50 sites
Medium-term outcomes			
An increase in the number of food system projects supported each year through the Community Impact Grants program	Engaged Communities	2	6
An increase in the number of schools and Early Learning Centres registered to the Victorian Pleasurable Food Education Program through the Stephanie Alexander Kitchen Garden Scheme	Engaged Communities	16 schools 1 ELC	20 schools
Long-term outcomes			10-year target
A decrease in the proportion of people accessing emergency food relief	Food Access Network	12%	8%
A decrease in the proportion of adults who are overweight and obese	VPHS* 2014	60.5%	57%
A decrease in the proportion of young people who are overweight or obese	VCAMS* 2014	26.7%	24%
A decrease in the proportion of adults who consume sugar-sweetened beverages daily	VPHS 2014	13%	10%
A decrease in the proportion of adults consuming take-away meals or snacks between 1 and 3 times per week	VPHS 2014	11.9%	10%
An increase in the proportion of adults consuming 3-4 serves of vegetables per day	VPHS 2014	31%	37%
An increase in the proportion of young people consuming the minimum daily recommended serve of fruits and vegetables	VCAMS 2016	3.2%	5%
An increase in the proportion of children consuming the minimum daily recommended serve of fruits and vegetables	VCAMS 2014	6%	8%
An increase in the diversion rate of recyclables and organics from kerbside rubbish	Sustainability Victoria	46%	70%

\*VPHS – Victorian Population Health Survey \* VCAMS – Victorian Child and Adolescent Monitoring System





## Consultation process

The consultation process for the Food Strategy has extended over a six-month period, with approximately 100 people providing feedback and having input into the setting of priorities for the draft plan.

Date (2018)	Event	Notes
1 June	Facilitated workshop for City of Ballarat staff (15 attended)	
29 June	Facilitated workshop for health and community organisations (30 attended)	Document of responses available
10-16 September	Public display - Ballarat Library	Document of information displayed available
17 September	Public display - Miners Rest PS – library outreach	
18 September	Public display – Lucas Community Hub	
18 September	Information available – Warrenheip Memorial Hall	
19 September	Public display – Learmonth Bowling Club	
20 September	Public display – Eureka Centre	
20 September	Public display – BCH, Sebastopol	
21 September	Information available – Delacombe library outreach	
22 September	Information available - Buninyong library outreach	
12 Nov–10 December	Online survey through City of Ballarat website (26 responses)	Document of responses available

## Context

This strategy has been developed in the context of global, national, state, regional and local plans which have prioritised similar challenges.

Global	<p><b>UN Sustainable development goal 2:</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p><b>UN Sustainable development goal 12:</b> Ensure sustainable consumption and production patterns</p> <p><b>WHO: Healthy Cities Program</b></p>
National	<p><b>Eat for Health: Australian Dietary Guidelines:</b> Outlining types and amounts of foods, food groups and dietary patterns for good health</p> <p><b>Food Regulation Secretariat:</b> A key priority is to support public health objectives to reduce chronic disease related to overweight and obesity, with activities focused on labelling schemes. Also reducing foodborne illness and maintaining a robust food regulation system</p> <p><b>COAG Health Council:</b> Ministers committed to actions that limit the impact of unhealthy food and drinks on children</p> <p><b>National Food Waste Strategy:</b> Aiming to halve Australia's food waste by 2030</p> <p><b>Agricultural Competitiveness White Paper:</b> Vision is to build a more profitable, more resilient and more sustainable agriculture sector to help drive a stronger Australian economy</p>
State	<p><b>Victorian Public Health and Wellbeing Plan 2015-19:</b> Healthy Eating and Active Living is a key priority outlining the importance of consuming healthy, sustainable and safe food and supporting healthy food choices, with an associated Outcomes Framework providing targets for monitoring and reporting</p> <p><b>VicHealth:</b> Healthy Eating Strategy 2017-19: Priority is for more people to choose water and healthier eating options</p> <p><b>Healthy Choices:</b> Food and drink classification guidelines for hospitals and health services, workplaces, sports centres and parks</p> <p><b>Agriculture Victoria Strategy 2017-27:</b> Relevant priority areas include climate change, capability and regulation</p> <p><b>Artisanal Sector Program:</b> \$2m initiative to help grow Victoria's high value food and agricultural offerings</p> <p><b>Food Source Victoria:</b> Objective is to build stronger agri-businesses and regional communities</p> <p><b>Food and Fibre Sector Strategy 2016-25:</b> Supporting Regional Partnerships, growth in food and wine tourism, reducing regulatory burden</p> <p>State government commitment of <b>\$5m to Foodbank</b> to build a warehouse in Ballarat for emergency food storage and distribution</p> <p><b>Peri-urban strategic agricultural land:</b> DELWP are currently consulting with community on criteria to determine what is strategic agricultural land in Melbourne's peri-urban areas, which includes the potato farming areas in the south-eastern part of the Ballarat LGA</p>
Regional	<p><b>Central Highlands Regional Partnership:</b> Preventative Health has been identified as a key priority with \$500K being allocated in 2018-19 for a regional obesity prevention project, Prevention Lab. Other relevant state-funded projects include \$50K toward developing a hub for premium produce in the region (based at Hepburn)</p>
Local Government	<p><b>Council Plan 2017-21:</b> Relevant to themes of Liveability, Sustainability and Prosperity</p> <p>Ballarat Strategy, Municipal Public Health and Wellbeing Plan 2017-21, Resource Recovery and Waste Management Strategy 2019-22, Urban Forest Action Plan, Economic Program 2015-19, Intercultural City Strategic Plan 2017-21</p> <p>The City of Ballarat is a signatory to the <b>Urban and Regional Food Declaration</b>, which has a vision of a sustainable, healthy and fair food system</p>



## References

1. Department of Health and Human Services 2016, Victorian Population Health Survey 2014: Modifiable risk factors contributing to chronic disease, State Government of Victoria, Melbourne. Accessed at: <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2014>
2. Department of Health and Human Services 2018, Victorian Health Information Surveillance System – Ambulatory Care Sensitive Conditions (2017-18). Accessed at: <https://hns.dhs.vic.gov.au/3netapps/vhisspublicsite/ViewContent.aspx?TopicID=1&SubTopicID=10>
3. Deakin University 2016, Food and Mood Centre, Diet and Mental Health. Accessed at: <https://foodandmoodcentre.com.au/diet-and-mental-health/>
4. Ballarat Community Health 2018. Food Insecurity Report. Accessed at: <https://bchc.org.au/publications/food-insecurity-report>
5. Rosier K 2011. Food insecurity in Australia: What is it, who experiences it and how can child and family services support families experiencing it? Australian Institute of Family Studies. Accessed at: <https://aifs.gov.au/cfca/publications/food-insecurity-australia-what-it-who-experiences-it-and-how-can-child>
6. Future Food 2018. Eating out in Australia: 2017 in review. Accessed at: <https://futurefood.com.au/blog/2018/1/10/eating-out-in-australia-2017-in-review>
7. Dietitians Association of Australia 2017. Australians spending the majority of food budget on junk food – Media Release. Accessed at: <https://daa.asn.au/wp-content/uploads/2016/05/Aussie-spending-the-majority-of-food-budget-on-junk-food-FINAL.pdf>
8. Sustainability Victoria 2019. Love Food Hate Waste, Food Waste Facts. Accessed at: <https://www.lovefoodhatewaste.vic.gov.au/About-your-food/Do-I-really-waste-that-much-money>
9. Foodprint Melbourne 2015. The role of cities in climate resilient food systems – A Foodprint Melbourne briefing. Accessed at: <https://research.unimelb.edu.au/foodprint-melbourne/publications/cities-and-climate-change-resilient-food-systems>
10. Public Health Association of Australia 2012. PHAA – A Future for Food 2 – Healthy.Sustainable.Fair. Accessed at: <https://www.phaa.net.au/documents/item/562>
11. Lawrence M, Wingrove K, Candy S, Larsen K. 2017. Australian food supply scenarios: Implications for policy and practice. Institute for Physical Activity and Nutrition (IPAN), Deakin University. Accessed at: <https://www.vichealth.vic.gov.au/media-and-resources/publications/implications-for-policy-and-practice>



# CITY OF BALLARAT

## FOOD STRATEGY WORKSHOP

SUMMARY NOTES  
OF THE PARTICIPANT CONTRIBUTIONS  
COMPILED BY THE SESSION FACILITATOR

29th June 2018



## OUR SESSION PURPOSE

---

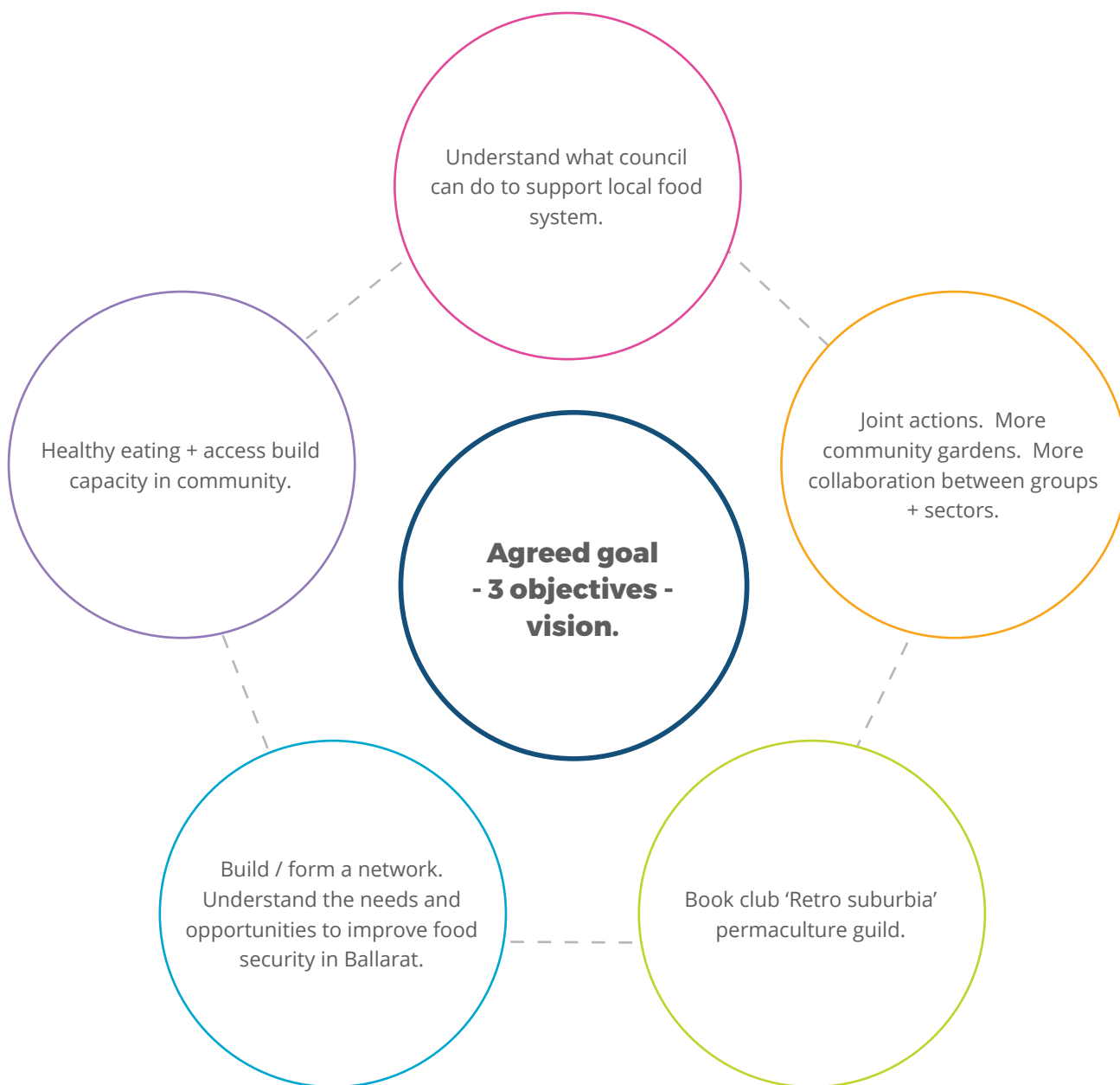
To explore what can be done by Council to help support a more healthy, productive and sustainable food system.



# OUR HOPES

---

Participants shared their collective hopes for the gathering at the start of the session







# OUR INSIGHTS

---

Participants spent some time reviewing similar strategy documents from other Councils to consider some key insights to hold onto in thinking about the new strategy.

Watching for the gaps.

What's not in there: example - no mention of waste - don't say building community capacity - impact of by laws.

Capacity to grow food - transport - unspoken parts of their strategies - no education mentioned behaviour change not supported.

Who is the target audience? Capture general public? COB document is to guide council - accessible for all.

Moreland don't talk about food waste - big gap.

Doesn't talk about economic circumstance - looks at symptoms not overall problems.

Food system is complex - not linear - graphics need to reflect complexity + be circular.

Moreland food strategy good example - plain English etc.

NE document snapshot image (pg4) - good graphics.

# OUR FEEDBACK

Having spent the morning in conversations participants looked across 8 big themes to share some of their thinking on possible ideas for consideration in the new strategy.



## COMMUNITY ENGAGEMENT

Food literacy + food waste education  
extension of kitchen garden programs in schools - to all schools - plus education to shop / cook budget to store food for household.

Specific community grants available for food / food literacy activities. Identify target populations groups in most need of this (i.e. disadvantaged, ensuring we are not just making food more accessible for those who already afford or access).

Local producers network development to act as voice regarding council policy around food security, production, food safety, eco dev, agri - business + urban farming.

Please get involved with the retro suburbia book club concept.

Community impact grants to include food waste, that provision of healthy foods be included in application guidelines.

All primary schools should have a kitchen garden program with community links i.e. not behind large fences - make them public spaces open 24/7 (sorry, ed. Dept.).

Consider mental wellbeing when building community capacity around healthy eating.

Promote practical skill workshops to increase community / household capacity to grow more at home. Build whole community capacity, not just 'target' demographics. Establish networking groups + support local food businesses / programs e.g.. mentoring programs, program sharing opps.

Support non profit community groups to run free skills (food growing / composting / household waste management) workshops for those most in need - support via free venue + perhaps modest tutor fee.







## FUNDING

Primary / Secondary school based education programs on food production / nutrition / food preparation. Grants to support community groups / programs to meet the needs of their clients. Clearer process - more specific to food targeted area.

Provide for the Ballarat food hub to expand development beyond the food bank warehouse.

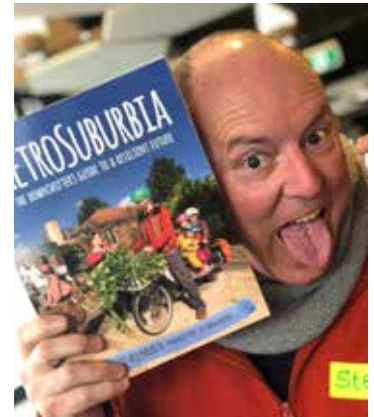
Create a discrete food security category for community grants.

Provide funding to community led major infrastructure projects that add value to and supports the local food eco system! Subsidising kitchen + facility access - providing space + land for activities - providing personnel + marketing support.

Programs that highlight local production systems - food production - food systems - food producers - Urban food - food distribution. Eco development to support local producer start ups / innovation + entrepreneurial food production on start up grants i.e. urban farming. Too much focus on retail etc. / no focus on agribusiness.

A lot of ideas do not need a lot of funding because the programs are already there e.g. Stephanie Alexander kitchen garden program has had significant state government funding - look into that!

Small / micro business grants - no grants existing for micro food businesses. Absolutely no government support for artisan producers or business with small turnover.



## INFORMATION PROVIDER

Community group + organisation register, connect groups together + providers with recipients online + in print. An intro for an area if you want to start a home garden - what you can and cannot do.

Community service information hub. Collate list + contacts for all groups concerned with food security + sustainability so that we stop duplicity each others effort + collaboration / cooperate. More transparency.

Funding streams need more promotion + visibility - make them more accessible + very public.

Small producer network for local food producers.

Promote activities run by community garden, permaculture guild etc. Champions of change highlight successes - case studies.

The best one is Facebook but what is the post Facebook. Education re: cooking / shipping / storage basic household skills.

Align communication strategies with service providers - champion local producers / businesses / communities groups.

Link with state government initiatives like love food hate waste.



## LAND USE PLANNING

Protection of high value agricultural land for food production rather than housing developments. Stop rezoning, end the sprawl. Build neighbourhood food forests on public land where there are local groups committees to manage + support them.

Investigate what can be used to influence the variety of food business offerings.. Be mindful of social impacts of planning decisions around fast food outlets.

Council permits for buildings in community gardens is over managed - stop developers taking good food production land. Plan for population image - Landscape programs.

Nature strips used as low cost food production areas! Roundabouts - botanical gardens section. Restrictions on new fast food outlets - rewards + incentives for businesses making healthy choices.

Future land planning to include access to healthy eating in new facilities. More community gardens.

Rewrite current by-laws re animals / farm animals to allow people have them without permits. Require developers to go 'above + beyond' their compulsory developer contributions.

Land for community gardens edible gardens - nature strip gardens. Consider clusters (impact of) fast food outlets in lower socio -economic area. Discourage situations like fast food corner.

Like to see relevant activity re: verge planting to encourage community food sharing. Council could support soil testing so community can safely grow food at home / on nature strips. Map arsenic tests.







## LEADERSHIP + ADVOCACY

Support and advocate for major community led infrastructure projects that add value to and fill voids in the current food ecosystem. Such as? Food hub. Ballarat wholefoods collective on large scale of local producers + fresh produce.

Lead by example. The council should represent the community they lead by doing all the things they want the community to do. Local produce at community event etc.

Reduce the number of multi national fast food outlets instead prioritising privately owned, healthy food outlets. Advocate for: Shift planning control to local government not state, so communities can have influence?

Advocate to State + National government re: land use planning for fast food outlets and housing developments. Regional leadership with neighbouring LGAs in food system strategy.

Lead the way in the local community in regard to healthy eating policies + providing a settings based approach to the issue i.e. healthy catering, traffic light system in sporting club canteens. Learning from other councils connecting + supporting similar initiatives.

Programs that will enhance economic circumstances of the regional communities to improve status of SEIFA index: Healthy eating choices / Exercise / Economic - improve household income - Visitor economy + it's contribution to local food producers. Advocate for programs to reduce food waste.

Advocacy + support for the Ballarat food hub + possible activities around it i.e. edible gardens, food education, facility + training.

Protect food producing land from being used for housing, through zoning etc. Make it easier for small, food producers to operate. Rate reductions for 'food security' registered groups.

Advocate + support initiatives around food literacy. Community ability to grow as well as shop, budget, cook + store food. Cooking skills are hugely lacking in our community e.g. The hidden orchard 'cook up' sessions. Focus of agri - business, small local producers, eco dev.



## REGULATION

Sliding scale of food act registration fees for low volume / low risk food groups i.e. honey \$450 p/yr. Making food + label testing + compliance easier. Less samples required, more uniform testing - get rid of 6 months into registration.

Allow community to use nature strips for food production.

Regulation not to be used as a block for initiatives that support producers and the 'community to sell / provide healthy food.

Council could influence Bunnings etc. to offer healthy food choices on Saturday morning.

Allow more responsibility for individuals, relax regulations on kitchen where used for community purposes + meal prep for immediate consumption. Award + credit organisations + food outlets making healthy change in regards to healthy eating, sugary drinks, environment, food wastage, food security, fund raising. Lower regulation fees for only healthy options.

Not let regulation prohibit food being reused + to percent / reduce food insecurity and waste.

Develop local laws regarding disposal of food to reduce / repurpose waste. Household food waste collection.

Regulation to be developed in connection with community groups and the people they impact on. Not from someone who doesn't deal with the producers.



## SERVICE PROVIDER

Access to kitchens for all. Providing broader community services like Open Table and SecondBite. Household food waste collection service.

Walk the talk re: bees as key food pollinators, demonstration hives on council property i.e.. Town hall, Art gallery, MADE (Eureka Centre), Her Maj etc.

Source food locally. Low packaging waste - use returnable crates / packaging.

What about food quality in nursing homes? Focus on local producers not just suppliers lower food miles + eco benefit for region.

Extend early learning food policies into primary school + secondary school where poor food choices increase hugely. Provide education in early learning primary + secondary schools on how to grow, shop, cook + store healthy meals.

Wider access to home meals programs.

Promote programs such as 'Get Grubby TV' in early learning centres to connect young children with gardens + food - go Costa!

No permits on nature strip food production. Nature strips to have fruit trees.

Neighbourhoods compost hubs managed by residents - encouraged.



## WORKFORCE + ORGANISATIONAL DEVELOPMENT

Support local producers and food businesses. Preference to healthy choices. Provide information to staff about: nutrition / good choices for catering. Make opportunities to share / socialise around healthy food.

Have a council workplace community garden for council people to get involved. Central Highlands Water do.

Be the leader through action internally to externally influence other orgs. / groups to make healthy eating a priority for staff. The environment we live and work in and limiting or pending options + the influence on healthy status.

Sourcing local + healthy food for all council events + offices. Leading by example - zero waste! Fund small food producer extension officer - refer to AG VIC - DVP network - More business focus - Artisan + premium food production - Promotion!

Counter - act the concentration of fast food outlets in Sebas! Educate the community.

Implement healthy choices framework into all council facilities + influence sports clubs canteens.

Sustainable waste (food / other) processing strategy.

Less junk food / drinks or sporting facilities etc. Procurement policies requiring supporting new contractors (for any type of work e.g.. Building works) to have healthy eating / walk strategies for the businesses.

Give preference to local food / beverage producers not just suppliers i.e. local craft beer at functions vs crown larger etc. Have strict policy + enforcement to meet healthy choices guidelines in terms of food outlets + function catering (fruit vs scones!).



# OUR INITIATIVES

---

Using the wider feedback participants worked in small teams to try and identify a number of priority considerations for the new strategy.

## COMMUNITY ENGAGEMENT

### *Build community capacity (individual/ household + groups)*

#### **The intention of this initiative**

Food literacy - start young. Practical. Food growing skills / cooking / processing. Community groups given \$, less regulatory 'blocks' (inc. schools). Collaboration, networking, partnerships, actively supported.

#### **Reasons why this is important**

- 1 There are big gaps in current community capacity.
- 2 Leveraging with community groups , schools etc. Massively increases impact of funds + programs.
- 3 Creates community ownership. This is great but linking what is already happening would be a good start.

### *A Flexi grant*

#### **The intention of this initiative**

A funding pool for innovative projects or those that don't fit neatly into existing 'categories' - maybe online community voting part of selection process? Prioritise partnership - must align with food plan objective.

#### **Reasons why this is important**

- 1 Some good ideas might not be funded otherwise.
  - 2 Encourages creative responses.
  - 3 Encourages collaboration + community ownership (espec if we do community voting). Good initiative like the community input.
- 

## EDUCATION

### *Education for families to grow and cook natural food.*

#### **The intention of this initiative**

Access to nutritional food (good medical and health outcomes). Education on planting + growing food. Cooking delicious + nutritious food . Engage CAFS, PINARC, SVDP, Uniting Care. Extend Stephanie Alexander program to community groups. How do we elevate the parents in here? Agree - young people have lost the art of preparing and cooking nutritious food - and to all schools.

#### **Reasons why this is important**

- 1 Good medical outcomes.
  - 2 Instil confidence in people to grow + cook nutritious food - a sense of wellbeing, self esteem, fitness.
  - 3 Good economic outcomes - save money on food - save money on health care - reduce impact on environment. These programs already exist - we need to promote them.
-



# INFORMATION PROVIDER

*How to stay informal.*

## **The intention of this initiative**

How best to facilitate / share / disseminate info re all local food security activities / programs / opportunities and relevant organisations. Learn about great opportunities - how best utilise existing channels to do this and be socially inclusive. Community panel for this. Essential for a whole of community approach.

## **Reasons why this is important**

- 1 Lots of great initiatives already but better communication would provide greater reach for projects etc.
- 2 To prevent connectivity + cooperation between like minded groups existing residents + new residents.
- 3 Promote all relevant groups + activities. Remember to collaborate + communicate with others in the region. There are a lot of great initiatives + activities - how to disseminate that information is critical for success.

---

# PERSONAL RESPONSIBILITY

*Sensible planning for community health.*

## **The intention of this initiative**

Is that if council renew / regulates land use with a view to enable households / communities to be more responsible or able to produce their own food. Council should be an enabler not a disabler e.g. nature strips.

## **Reasons why this is important**

- 1 Food security - those without regular access \$ for food have food available.
- 2 Community engagement - nature strips encourages food sharing.
- 3 Have productive use of green space . Mental health benefits - Physical health benefits.

---

# FOOD INFRASTRUCTURE - ADVOCACY SUPPORT FOR BUILDING A STRONG LOCAL FOOD INFRASTRUCTURE

*Advocacy support for building a strong local food infrastructure.*

## **The intention of this initiative**

For council to lead the charge on capital intensive projects that fundamentally address gaps in the local food ecosystem e.g. food distribution bank - commercial kitchens e.g. local food production - edible landscapes.

## **Reasons why this is important**

- 1 State and Federal government funding is required to achieve these goals therefore council needs to lead and advocate on community - partners behalf.
- 2 Council is integral part of strengthening the local food system. This increases profile support of the issue.
- 3 Better infrastructure will enable better connections between community groups increasing efficiency and be an appetiser to attract national partners.



# REGULATION

## *Increasing community access to food.*

### **The intention of this initiative**

Allowing the entire community to access healthy food. Find a way of 'branding' local + healthy foods - a 'Ballarat grown / produced' sticker.

### **Reasons why this is important**

- 1 Fruit + Vegetable consumption is low in our community, risk of heart disease, diabetes, obesity + cancer.
- 2 If health options are provided they are usually well received.

## *Addressing barriers to Food Act Registration requirements.*

### **The intention of this initiative**

Making it easier for small producers (farmer + value adding) to start and maintain their business viability safely. Agree and good for local economy. Love it!

### **Reasons why this is important**

- 1 Encourages innovation and variety in small business.
- 2 Increase access and interest in local food + supporting local business.
- 3 Allowing community groups more opportunity.

---

# FOOD WASTE SERVICE PROVIDER

## *Food waste to energy.*

### **The intention of this initiative**

Council is the principal provider in waste collaboration. Make productive waste of food waste products from a range of sources including household (FOGO collection - food + garden organisations) - Hospitals or other institutions - (aged care) - hospitality - council. Recognising circular nature of food system - from plant to growth to waste - good idea. Should include food scraps in green waste collection - local composting.

### **Reasons why this is important**

- 1 Landfill diversion of organic waste - industrial worm farms.
- 2 Job creation through a new service.
- 3 Reduce green house gas emissions through the creation of a new renewable energy



## SERVICE PROVIDER

### *Food quality in aged care / hospitals.*

#### **The intention of this initiative**

Hospitals aged care / nursing homes tend to produce large quantities of food waste. Understanding why that is the case is critical. Potential reasons are cost cutting in food quality / poor portion size choices / patients / residents do not like the food / poor purchasing practices in institution / poor storage.

#### **Reasons why this is important**

- 1 Improved nutritional outcomes for hospital patients of aged care residents resulting in better health outcomes.
- 2 Reducing food waste + cost to the institution - reduced waste costs - reduced food costs.
- 3 Improved quality of life - institution reputation.

---

## WORKFORCE + ORGANISATIONAL DEVELOPMENT

### *Councils internal + external influence on the community.*

#### **The intention of this initiative**

Council to be a leader in sustainable and healthy + consistent food production supply and consumption - follow the traffic light system - no more than 20% red - at least 50% green. Make the new basketball stadium's canteen the gold star in providing healthy food.

#### **Reasons why this is important**

- 1 Council has influence as the owner of facilities.
- 2 Council is a role model / mentor to enhancing change.
- 3 Change has to start somewhere - council seen as a leader in the arena.



# WE WISH, WE WONDER

---

At the end of our gathering participants shared some final reflections on the forthcoming strategy.



## WE WISH

That more food producers were here. We had health foods for morning tea!

---

For overall community buy in. No more new fast food outlets in town. Strong evaluation framework around strategy so that we knew how much effect we are having collectively.

---

That today is taken seriously to have ongoing input into strategy. That there will be a whole community approach. To make a difference.

---

Resources follow to back up strategy. An achievable long term strategy - action orientated. Creating generated change in life style habits. Less disadvantaged households. Building community capacity around food.

---

For community ownership for this to be real - implementation supported, not just policy positions. 10year plan clear goals, annual consultation + fine tuning of goals.

---

Council supports strategy with lots \$\$\$\$. Engagement with lower socio economic groups. Action plans are realistic + sustainable. Buy in from across all council departments.



## WE WONDER

About further community consultation. Where were the education reps. Parks Vic. DELWP. Indigenous groups. RDV.

---

How are timelines to be met? What efforts are being made to involve local producers? Hospital + aged care food waste as largest generators. Level of school / community involvement.

# WE LIKE

At the end of our gathering participants shared some final reflections on how useful they found the gathering today.



## WE LIKE

Aspiration to do something + make a difference. Similarity of thoughts + common themes e.g. urban food production. Diversity of people here today. Identified who else can be engaged in the conversation.

Range of groups + discussions / networking / facilitation - kept everyone moving + interested. Discussions + solutions + practical ideas.

Change!! Results!!! Consultation - kept it going - the integrated, holistic approach - more diverse people involved - farmers, wider network of stakeholders, neighbourhoods houses, homeless, CALD community, councils Pks + gardens / waste etc.

Brain dump posters. Different council areas to provide feedback. Changing group to share ideas. Respect + support of ideas.

The process has started. Recognising all parts of the food system. The venue. Lots of groups concerned about food security.

That the conversation has now started even if it is overdue. There were a range of groups in the room but lacked food producers.





REPORT PREPARED BY:

mosaicLAB

[www.mosaiclab.com.au](http://www.mosaiclab.com.au)

**PLEASE NOTE:** While every effort has been made to transcribe participants comments accurately a small number have not been included in this summary due to the legibility of the content. Please contact Keith Greaves at [Keith@mosaiclab.com.au](mailto:Keith@mosaiclab.com.au) for any suggested additions.



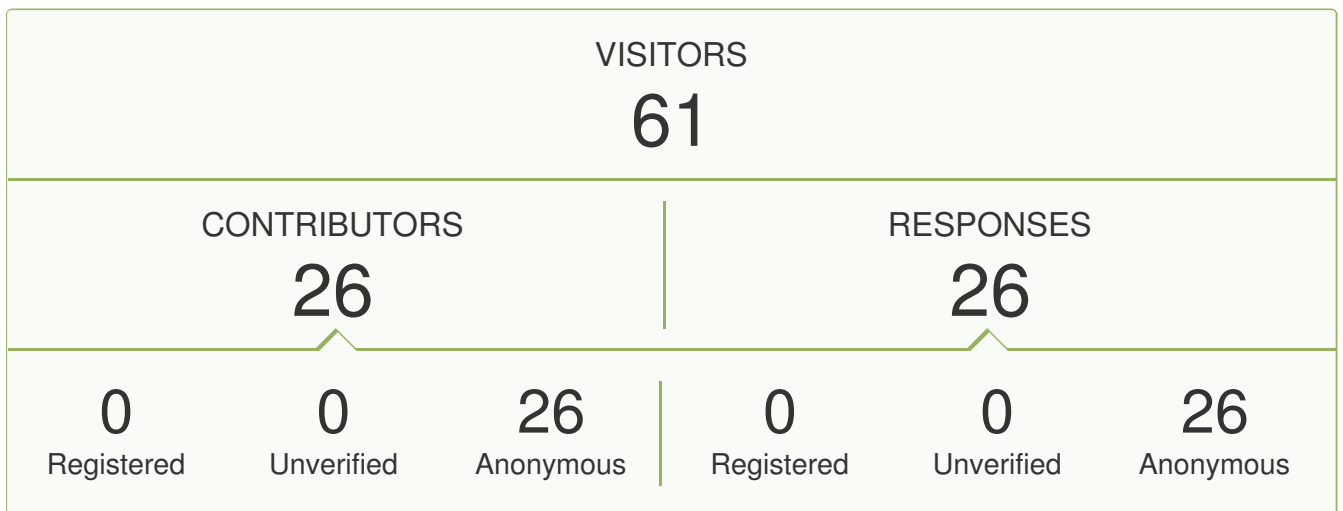
# Survey Responses

12 February 2015 - 07 January 2019

## Food Strategy Survey

# mySay - City of Ballarat

Project: Food Strategy Consultation





**Respondent No:** 1

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 13, 2018 16:37:22 pm

**Last Seen:** Nov 13, 2018 16:37:22 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Ultimately it is personal responsibility. Choose tap (having water dispensers) around the town, in the library is a great example of council enabling community to make healthier choices.

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

lower their council rates maybe so there is more money in the family budget to buy fresh fruit and vegies.

---

**Q3. How could council encourage more residents to reduce food waste?**

Enable fruit and veg scraps in the green waste bin. Allow chooks - i have no green waste due to having chooks currently - yet building in a new estate says no poultry therefore no one in these estates would be doing this very low tech food recycling. (we still will despite the covenant - both neighbours of our block have german shephards - i guarantee my two chooks will be quieter and make less poop than these allowed pets).

---

**Q4. How could council better support local food producers and food businesses?**

Not sure.

---

**Q5. How could council support the community to celebrate their local food culture?**

I think local food culture can be celebrated in the family or extended family and friends and probably shouldn't need council intervention or funds.

---

**Q6. If you have any further comments please use the space below.**

not answered

---



**Respondent No:** 2

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 13, 2018 18:30:45 pm

**Last Seen:** Nov 13, 2018 18:30:45 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

provide funding for innovative projects. see next answer

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

promote local food through events like Plate UP. produce a booklet about local producers. have a compost collection point at the tip for residents and collect food waste from supermarkets and restaurants. healthy food events in the mall. grow herbs in the streets. healthy choices programs in schools and day care centres.

---

**Q3. How could council encourage more residents to reduce food waste?**

see answers 1 and 2

---

**Q4. How could council better support local food producers and food businesses?**

see answers 1 and 2

---

**Q5. How could council support the community to celebrate their local food culture?**

see answers 1 and 2

---

**Q6. If you have any further comments please use the space below.**

not answered

---



**Respondent No:** 3

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 14, 2018 06:30:28 am

**Last Seen:** Nov 14, 2018 06:30:28 am

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Discount for healthy choices Free nature strip planting of fruits and vegetables Strategic planting of food forests in public spaces over imported trees - food forests need to be interspaced with natives and bee attractors - for example instead of planting ornamental pears, plant proper pears

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Yes via Workshops Supporting community groups like Food is Free Laneway etc More funding to soup bus

---

**Q3. How could council encourage more residents to reduce food waste?**

Advertise spaces like food is free laneway and compost bins Start compost collection around workplaces? Offer discounts for personal compost bins

---

**Q4. How could council better support local food producers and food businesses?**

Use them as preferred for laces for catering at any and all council events Preference given to healthy and local food places at council public events re vendors

---

**Q5. How could council support the community to celebrate their local food culture?**

Festivals aimed at celebrating Ballarat food cultures

---

**Q6. If you have any further comments please use the space below.**

The sad reality is that junk / prepackaged food is cheap to buy - seemingly but the long terms effects on nutrition are appalling - access to fresh and spray free food not only helps nature, addresses global warming, but has insurmountable benefits for health (mental and physical). In a commercialised world also, for ventures like this to be successful, while u will have some people who already eat healthy regardless of circumstances - offering financial breaks / incentives is the driver to change. Oh nice on the path, education is the staying power

---



**Respondent No:** 4

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 14, 2018 07:26:50 am

**Last Seen:** Nov 14, 2018 07:26:50 am

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Do not have so many fast food outlets

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

More education. Maybe access to free cooking and budgeting lessons.

---

**Q3. How could council encourage more residents to reduce food waste?**

As above ie use up left over food

---

**Q4. How could council better support local food producers and food businesses?**

Often the food is too expensive . Childrens food options are not healthy in too many businesses. Not sure how council can better support. However in general in supermarkets too much packaged foods with additives, and the packaging of foods contributes to more waste to be disposed of.

---

**Q5. How could council support the community to celebrate their local food culture?**

More events to celebrate healthy food that is not overly expensive too many times the products are out of the price range that many people can afford.

---

**Q6. If you have any further comments please use the space below.**

This needs to be a combined effort from governments, big companies etc . Farmers and small food producers need to be supported. The more we keep building housing on farmland the further miles the food has to travel. It's a huge economic as well as health issue.

---





**Respondent No:** 5

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 14, 2018 14:57:50 pm

**Last Seen:** Nov 14, 2018 14:57:50 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

- Increased promotion of healthy food and drink options available (outlets, distributors) - Incentives to small business owners that provide healthy food and drink options within the local community - Make it mandatory for new Council owned buildings to have contracts in place with distributors that support the Healthy Choices program

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

not answered

---

**Q3. How could council encourage more residents to reduce food waste?**

- Promotion of sustainable food waste processes via social media and media platforms - Leverage of the current movement/wave of reducing food waste that is occurring globally - Community grant category focusing on sustainability and food waste projects (such as composting)

---

**Q4. How could council better support local food producers and food businesses?**

Support a mentoring program?

---

**Q5. How could council support the community to celebrate their local food culture?**

Encourage and support existing festivals like 'Plate It Up' and other new initiatives

---

**Q6. If you have any further comments please use the space below.**

not answered

---



**Respondent No:** 6

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 14, 2018 16:30:47 pm

**Last Seen:** Nov 14, 2018 16:30:47 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Introduce a 'healthy eating' event. Promote that healthy eating doesn't have to be 'boring' eating and that it can be cheap and easy to make. Have vendors there such as Healthy Hub & Wellness Center or Namastae Nourishment serving healthy but delicious food options. Involve youth in Ballarat or BYOU to promote or co-design event. Educate the younger generation so it becomes sustainable change in households in years to come. At other large events where catering or food trucks etc are used, ensure there are healthier options available. Identify these options in marketing and promotion and on the day.

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Food swap days in prominent locations, eg Bridge Mall. There is so much food wastage from people who have fresh produce and gardens locally who are not able to consume all of their harvest. Perhaps arrange for Food Is Free Laneway to co-host these events and then further promote the work they are doing.

**Q3. How could council encourage more residents to reduce food waste?**

Provide organic bins, similar to the Bendigo City Council. If you can't reduce people's wastage in their homes, at least provide better options for people to recycle their wastage. It was done with the 'green' bins and council have often spoken of the success of this, why not do it with food scraps. This has also been recently announced that other councils are introducing these bins. <https://www.bendigo.vic.gov.au/Services/General-Waste-Recycling-and-Organics/Organics-Bin>

**Q4. How could council better support local food producers and food businesses?**

Create sustainable long term selling opportunities for them. Provide more support for direct to public sales be it through markets, providing more permits for roadside stalls/farmgates or further advertise the current ones that already exist.

**Q5. How could council support the community to celebrate their local food culture?**

Food truck festivals are clearly popular in Ballarat. In recent years there have been a number of one off events at either the show ground or the lake/botanical gardens where there have been huge lines and wait times to the point where people are leaving before eating because they are too busy. Have more of these events!! Perhaps host a series similar to Night Noodle Markets in Melbourne and Night Jar Markets in Barwon region or bring back the food truck series that was held at Camp St/Alfred Deakin Place. Have food at these markets that celebrates our culture. Another option would be to expand and further develop the food calendar for cultural diversity week. This is also incredibly popular with events selling out during this week. Have a food market set up each night of this event for example.

**Q6. If you have any further comments please use the space below.**

not answered



**Respondent No:** 7

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 15, 2018 14:18:00 pm

**Last Seen:** Nov 15, 2018 14:18:00 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Encourage and support the implementation of the Healthy Choice Guidelines in all council run food outlets and in all council owned facilities that prepare/sell food. Advocate against the increasing number of fast food outlets (eg: KFC, McD etc) through your planning processes. Enable & encourage people to use their grass verge around their houses for food growing/production.

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Enable & encourage people to use their grass verge around their houses for food growing/production. Support (through planning processes) farm gate sales and small food stalls in local streets selling surplus, seasonal produce.

**Q3. How could council encourage more residents to reduce food waste?**

Encourage and promote the use of composting systems in private homes, and also supporting the establishment of composting systems in streets/communities (eg: local areas where volunteers can manage the composting systems, and local people can get the finished compost for free for their gardens).

**Q4. How could council better support local food producers and food businesses?**

Support 'farm gate' sales. Support neighbourhood food swaps/co-ops like Food is Free in Ballarat.

**Q5. How could council support the community to celebrate their local food culture?**

not answered

**Q6. If you have any further comments please use the space below.**

not answered



**Respondent No:** 8

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 15, 2018 16:10:44 pm

**Last Seen:** Nov 15, 2018 16:10:44 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Stop allowing so many large fast food outlets, especially in the suburbs. Educate, educate, educate.

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Provide land for more Community gardens Support relevant community organisations (Food is Free, Permaculture Guild, Community gardens) to provide better education programs/classes/demonstrations of just how easy and rewarding it is to grow food

---

**Q3. How could council encourage more residents to reduce food waste?**

Again, education is key. Allow food waste to go into Green Waste bins so it gets composted Encourage community composting sites Keep partnering with organisations such as Compost Revolution to enable people to afford compost bins and encourage home composting

---

**Q4. How could council better support local food producers and food businesses?**

Local food producers need to be able to produce their food unhampered by rigid council rules.They need council support against neighbour's complaints re noise/smell when the food producer was there first. STOP zoning arable land for housing estates!

---

**Q5. How could council support the community to celebrate their local food culture?**

Local food awards & free promotion for growers/markets/businesses that supply and promote local, healthy food

---

**Q6. If you have any further comments please use the space below.**

Think back to 2011 (?) when council had the Backyard Bounty/Garden regeneration program at the end of the Millennium drought. That really got people engaged and motivated. Something like that would be great again but with the focus on less waste/sustainability and so on. Get Costa Georgiadis on board, he energises any campaign

---



**Respondent No:** 9

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 15, 2018 16:44:00 pm

**Last Seen:** Nov 15, 2018 16:44:00 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

- Ensure all council run/owned facilities adhere to a healthy food and drink policy for food procurement, provision and promotion - Encourage and work with Ballarat schools and early learning centres, and sport clubs to adopt healthy food and drink policies - Consider planning regulations around schools and other places young people frequent - encourage fresh food vendors and discourage or prevent more junk food vendors from setting up shop and making these foods so accessible in areas where the most vulnerable are exposed

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

- Accessible, pickable streetscapes - council plants so many plants and trees in our neighbourhoods and in our community hubs. If we're really serious about making nutritious food more accessible let's put our council owned spaces to good use for this same cause. If you're worried about excess food spilling onto footpaths or food wastage - use other council-run or affiliated groups to pick in-season produce to deliver to FoodBank etc - Consider planning regulations around schools and places where children frequent: decrease the access to junk food retail, and increase access to fresh food vendors - Encourage local farmers to sell produce near schools at pick up time (e.g. farm food vans) - encourage a relationship between our families/kids and fresh produce and make it EASY to choose and buy these options

**Q3. How could council encourage more residents to reduce food waste?**

- resources to support the use of worm farms, composting and backyard chooks. And for those that can't / don't want to, connect them with others who do have these in their backyards and can take their waste - what a lovely way to connect neighbours and look after our environment at the same time.

**Q4. How could council better support local food producers and food businesses?**

not answered

**Q5. How could council support the community to celebrate their local food culture?**

not answered

**Q6. If you have any further comments please use the space below.**

Fantastic effort Ballarat for taking this issue seriously.





**Respondent No:** 10

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 15, 2018 17:09:10 pm

**Last Seen:** Nov 15, 2018 17:09:10 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Less drive-through take away outlets, particularly around low socio-economic areas. More funding for education re healthy food especially driven towards children and how to grow your own food. More free water drink fountains in public places.

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Council should support more initiatives encouraging people (where possible) to grow their own food, especially on footpaths. Council should change policy to grow food producing trees on footpaths rather than the trees Council plant.

---

**Q3. How could council encourage more residents to reduce food waste?**

Free or reduced fee compost bins & worm farms to all residents who nominate to have them. More \$'s to educate community on food waste.

---

**Q4. How could council better support local food producers and food businesses?**

More promotion of local producers on Council promo materials etc.

---

**Q5. How could council support the community to celebrate their local food culture?**

More food orientated festivals funded by Council supporting local producers to celebrate their wares.

---

**Q6. If you have any further comments please use the space below.**

Thank you for your continued support for places like Food Is Free Laneway - it's a great organisation.

---



**Respondent No:** 11

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 15, 2018 18:03:44 pm

**Last Seen:** Nov 15, 2018 18:03:44 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

By advocating for healthy alternatives at all council run events. Info sessions?

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Education around cost of preparing food vs cost of buying junk food. Impose higher rates on unhealthy foods providers.

---

**Q3. How could council encourage more residents to reduce food waste?**

Compost bins at no cost.

---

**Q4. How could council better support local food producers and food businesses?**

Connect producers with community, council led healthy local food initiatives, like discounts for locals at pick up points or local producer food boxes for delivery.

---

**Q5. How could council support the community to celebrate their local food culture?**

Promote regular food events, Wednesday nights as cheap healthy eats night.

---

**Q6. If you have any further comments please use the space below.**

not answered

---



**Respondent No:** 12

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 15, 2018 19:36:59 pm

**Last Seen:** Nov 15, 2018 19:36:59 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Time is of the essence these days, having fresh, healthy meals / snacks available for sale at events and in shops / restaurants would be great. Encouraging businesses to have "HEALTHY" options for kids meals - other than just chicken nuggets & chips. Perhaps a Ballarat Healthy Dining campaign, to get restaurants and cafes and take away outlets on board?

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

A program for families to share food? Group cook - ups? Buy in bulk? Like in the old days and traditional countries like Italy, where people grow their food and then have big family days where they spend the whole day baking or cooking up sauce?

**Q3. How could council encourage more residents to reduce food waste?**

Compost our food waste! Food scraps into the green bins.

**Q4. How could council better support local food producers and food businesses?**

Collect left over foods and distribute to those in need. or the healthy foods programs as above.

**Q5. How could council support the community to celebrate their local food culture?**

not answered

**Q6. If you have any further comments please use the space below.**

not answered



**Respondent No:** 13

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 16, 2018 06:42:58 am

**Last Seen:** Nov 16, 2018 06:42:58 am

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Education - start very young with pre-school, and continue through to high school. Methods need to be tailored for different ages and social groups. Licencing of food suppliers - caveats on what they can supply (minimum healthy requirements or limits on unhealthy foods; types of food suppliers. Visibly/financially support verge food gardens and more community garden plots with practical support.

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Visibly/financially support verge food gardens and more community and school garden plots with practical support. People don't do this due to lack of skills/knowledge. Practical support overcomes this. Lower-income families don't have the funds to create the vegetable gardens, so they would need support. Replace street trees with nut and fruit trees. Lead and support a foragers list on the website. Council fruit orchards - this is edible garden maintenance instead of ornamental garden maintenance. Create a living forest garden example within the botanical gardens. The above can help the food-insecure demographic.

**Q3. How could council encourage more residents to reduce food waste?**

It starts with education. Team with Centrelink to have food/meal preparation and reuse as part of requirements to receive unemployment benefits. Attendees get practical experience and access to food. These skills can then be applied at home to use leftovers.

**Q4. How could council better support local food producers and food businesses?**

Reduced fees for the first 2-3 years. Creation of a central market area which can build to be a large regional market tourist icon. Registration fees discount based upon the healthy content of what is grown/sold/supplied. If there are more processed foods as a percentage then less of a discount applies.

**Q5. How could council support the community to celebrate their local food culture?**

Better promotion and awareness. There are quite a number of events. Ballarat has a large proportion of lower-income families, and many events are not within their financial scope. So events with cheaper food dishes are required to reach this demographic. And limit/not allow the sale of poor food-choice options (soft drinks, highly processed foods).

**Q6. If you have any further comments please use the space below.**

This is great stuff but it has to be practical and hands-on help, and needs to target the demographic that is food insecure due to financial cost. It is recognised amongst food marketers that this group uses fast/junk food as rewards/treats whereas financially affluent people use finer dining or holidays or other means to treat/reward themselves



**Respondent No:** 14

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 16, 2018 09:22:09 am

**Last Seen:** Nov 16, 2018 09:22:09 am

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

EDUCATION - correct the dietary misinformation of the past, update people with the newest knowledge (fat is not the enemy, sugar is. Stop eating low-fat high sugar dairy, processed foods etc. Promoting wholefoods) Support food businesses that are promoting better choices, free promotion or cheaper fees for healthy businesses. A health and wellness festival would be amazing!! Sugary drinks tax or BAN. There should be no soft drinks in any government controlled building (hospital, school, offices etc) and there should be healthier food offered at all council buildings and events (the recent council events I have attended have offered pizza, scones and sandwiches!! Always high carb foods, limited vegetables) A veggie garden at absolutely every school. Cooking facilities for those who don't have kitchen access.

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Promotion and resources to The Hidden Orchard, Food is Free Laneway, and other community initiatives. Ban supermarkets from throwing away food (not sure you can do this at a council level, but definitely support Second Bite, The Hidden Orchard, Soup Bus etc in accessing food to redistribute) Nature strip veggie gardens. Planting vegetables instead of flowers in council garden beds. NOT ripping down fruit trees but planting more on public land. Identifying food deserts and making sure there is food planted there. Food Hub! Very excited for this to become a reality. Education on the price difference between healthy and unhealthy food, there is often a misconception that it is expensive to eat well.

**Q3. How could council encourage more residents to reduce food waste?**

Allowing food waste in our green bins! Or providing a separate compost bin. Promotion of the Food is Free composting facilities and websites like ShareWaste where people can take their waste. This still requires effort, a home collection bin would be much better. Promoting the discounts that the council provides on compost bins and worm farms. Compost bins and worm farms at every school. Point out the money spent and wasted on food. Education on how to use up scraps or food that is "going bad", home ec classes in public schools teaching how to make banana bread etc.

**Q4. How could council better support local food producers and food businesses?**

Discounts on fees for businesses making and selling healthy food. Free promotion, more promotion of farmer's markets. Small business grants for businesses focusing on healthy food and education.

**Q5. How could council support the community to celebrate their local food culture?**

Ballarat Food Festival! Or Health and Wellness Festival.

**Q6. If you have any further comments please use the space below.**

not answered





**Respondent No:** 15

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 16, 2018 15:30:13 pm

**Last Seen:** Nov 16, 2018 15:30:13 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Provide healthy choices at community events, support or develop education programmes that focus on reviving cooking skills and knowledge of real food.

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Absolutely support people to grow their own food and have access to free food and education about food growing through incredible enterprises like the Food is Free Laneway. Encourage and provide food producing plants in public areas (fruit trees in parks, nature strips, front verge gardens). Support the set up of accessible small community gardens across the city. Support access to local food groups such as the Ballarat Wholefoods Collective.

---

**Q3. How could council encourage more residents to reduce food waste?**

Encourage school based programs that educate young people about cooking from scratch and limiting waste. Introduce a food composting system with the rubbish collection, support or provide education opportunities for people to learn to compost at home. Support organisations like the Hidden Orchard that rescue and redirect wasted fruit.

---

**Q4. How could council better support local food producers and food businesses?**

Support the development and running of farmers markets and small producers in the area.

---

**Q5. How could council support the community to celebrate their local food culture?**

Incorporate and support varying food cultures into council events and celebrations.

---

**Q6. If you have any further comments please use the space below.**

Raise awareness of the fabulous groups and food providers that already exist in Ballarat and provide education about real food and cooking through a local food festival.

---



**Respondent No:** 16

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 16, 2018 16:29:33 pm

**Last Seen:** Nov 16, 2018 16:29:33 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Promotion of healthy foods. Reduction in promotion of unhealthy foods. Nutrition education for the community around foods to purchase, food safety and storage and cooking skills.

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Subsidies to those in need. Providing healthy food basket ongoing.

---

**Q3. How could council encourage more residents to reduce food waste?**

Provide free compost bins for a household to use, compost bins as an option to purchase on rates or wherever you would normally purchase bins, curbside compost collection. Educate how to dispose of compostable waste.

---

**Q4. How could council better support local food producers and food businesses?**

Free market stalls to farmers.

---

**Q5. How could council support the community to celebrate their local food culture?**

Food festivals. Cooking demonstrations. Free tastings in shopping centres and at community events.

---

**Q6. If you have any further comments please use the space below.**

not answered

---



**Respondent No:** 17

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 17, 2018 17:38:29 pm

**Last Seen:** Nov 17, 2018 17:38:29 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Advertising/psa Healthy food festivals that get community involved in making and production of food. School education programs and include the benefits of local producers which reduces waste

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Encourage the cheap fruit and veg shops to be open longer, give them more ready access near the supermarket giants so it isn't so damn expensive. More frequent farmers markets. Coordinate with the NGO's that supply emergency good on what they think the best strategy is

---

**Q3. How could council encourage more residents to reduce food waste?**

Free compost bins, harsher penalties for those who do not recycle or dispose properly. Also don't build a stupid furnace to burn the waste, focus on how to reduce the waste rather than utilise it.

---

**Q4. How could council better support local food producers and food businesses?**

Find them to come to markets. Use the local farmers around ballarat. Actively promote them around town

---

**Q5. How could council support the community to celebrate their local food culture?**

Festivals, sponsorships and promotion

---

**Q6. If you have any further comments please use the space below.**

Don't build the waste to energy plant. It is better than landfill but it has its own problems, let's try and reduce waste. Also it's inside the splay for the planes approaching into Ballarat airport

---



**Respondent No:** 18

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 19, 2018 14:07:41 pm

**Last Seen:** Nov 19, 2018 14:07:41 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Partner with local food networks and the sport and recreation sectors to promote healthy food choices and improve access to healthy foods and drinks. Get the local secondary schools involved- maybe a competition for the "healthiest food choices" school? Increase promotion of the healthy lifestyles and improved economic benefits that buying/eating local food brings.

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Encourage/support more local food co-ops and markets. Walk applicants through the planning processes. Dedicate an officer to help them navigate from the concept through to the first market or co-op opening. Encourage co-op members to donate their excess to Foodbank.

**Q3. How could council encourage more residents to reduce food waste?**

Host a Healthy Living site with a "reduce your food waste" webpage with ideas, recipes, pantry management tips and have data throughout explaining the problem and then the benefits of reducing food waste (\$ saved per year etc). Link to relevant sites. Feature a backyard vegie gardener who recycles their food and green waste in Council's quarterly news.

**Q4. How could council better support local food producers and food businesses?**

Support a "local food producers" network through providing advertising/ marketing funds. Facilitate a marketing campaign/ centralized website to promote all the local producers. Keep an up-to-date market diary that they can contribute into (maybe an interactive map). Clarify where/how producers can have a farm gate stall- maybe produce a local food trail map. Maybe have a grants program for small scale local producers for them to open a stall or start up fund for them to attend local markets (eg. small fund to buy marquee, signage etc and help with the permitting).

**Q5. How could council support the community to celebrate their local food culture?**

Have a local food feast once a year with local celebrity chefs sourcing all their ingredients locally (through an Expression of Interest process). Maybe ticketed or as a charity event. Profile all the producers and chefs at the event. Include Ballarat Specialist School, Ballarat Grammar farms/food programs etc.

**Q6. If you have any further comments please use the space below.**

not answered



**Respondent No:** 19

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 20, 2018 12:36:41 pm

**Last Seen:** Nov 20, 2018 12:36:41 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Encourage residents to grow their own food on nature strips by being proactive in assisting with design, compliance and some infrastructure (raised veg bed) Provide worm farms or compost bins to reduce food waster into land fill Plant fruit trees as street trees - apple, apricot, plum, almonds Child care centers, Kinders, Seniors, Functions provide healthy food options Events funded by Council offer healthy alternative options Any vending machine on Council owned property to provide healthy food and drink options. Audit the advertising and sponsorship of unhealthy foods at all Council owned facilities - sporting clubs and public events Support Community groups through grants that provide healthy food and drink options for members Provide support to Seniors, Child Care Centers and Library to create their own small patch edible garden spaces Integrate vertical edible gardens into CBD spaces Promotion of mood and food and impact on health and mental wellbeing Integrate edibles - herbs, summer and spring vegetable in dedicated Sturt Street, Victoria Street gardens and dedicated vegie garden at Botanic Gardens and a Eureka Centre Rooftop garden

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Promotion of plentiful,seasonal food when available in mainstream social media posts Create a cheap eats (but nutritionally sound) meal planner Re-define the notion of Farmers Markets, from more accessible or those who need - financially and

**Q3. How could council encourage more residents to reduce food waste?**

Providing worm farms, compost bins or bokaski buckets to reduce food waster into land fill. Sharing excess food(purchased or grown) with neighbours - National Neighbour Day message perhaps Get neighbourhoods to set up ShareWaste locations by providing with a compost bin or in ground worm farm for food waste.

**Q4. How could council better support local food producers and food businesses?**

Provide business support and expertise to focus on the sustainability of local producers Don't re-zone fertile usable farming land for housing Encourage innovative agribusiness start-up across the municipality

**Q5. How could council support the community to celebrate their local food culture?**

Incorporate country of origin foods in Council's edible and high profile urban gardens like Sturt Street and Victoria Street, Botanic gardens. Eureka Centre - food on on the Goldfields - Chinese

**Q6. If you have any further comments please use the space below.**

not answered





**Respondent No:** 20

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 20, 2018 17:45:59 pm

**Last Seen:** Nov 20, 2018 17:45:59 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

By building a fresh food marketplace, similar to the south Melbourne one. Where people can go and buy fresh food from local suppliers. You could run community cooking classes etc.

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

By encouraging fresh local suppliers to sell local food. Also supply each public and low fee catholic schools fresh fruit for the kids each week.

---

**Q3. How could council encourage more residents to reduce food waste?**

Make reduced fee worm farms available. Encourage people to compost, subsidise compost bins. Get people active and gardening.

---

**Q4. How could council better support local food producers and food businesses?**

By providing a marketplace to sell their produce directly at low cost.

---

**Q5. How could council support the community to celebrate their local food culture?**

By running activities that promote foods from all over the world

---

**Q6. If you have any further comments please use the space below.**

Invest in people, make low cost or free compost bins available and worm farms for each and every school.

---



**Respondent No:** 21

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 22, 2018 15:07:22 pm

**Last Seen:** Nov 22, 2018 15:07:22 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Have less unhealthy options available everywhere - e.g fast food outlets on every corner. Introduce a local tax on sugary drinks. Provide information on transitioning businesses and retail environments (including supermarkets) to promoting healthy options. Create a healthy food culture in Ballarat - promote local food, celebrate food culture in Ballarat. Provide more access to healthy cooking classes for free - Ministry of Food style?

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Support affordable and sustainable initiatives such as The Community Grocer or Famers Markets that don't just have organic produce. Encourage more roadside stalls. Provide more community gardens and support them with resources. Educate people to improve their food literacy - healthy food isn't that expensive but it's still not worth it if you don't know what to do with it. Support more initiatives like Food is Free and Hidden Orchard as a way for people to get more food with dignity. Plant edible gardens - fruit trees and herbs.

**Q3. How could council encourage more residents to reduce food waste?**

Provide bins for food waste. Support local composting initiatives. Provide more local information about food waste in Ballarat. Reward people with bins which are not full. Reward a reduction in all waste, not just food waste.

**Q4. How could council better support local food producers and food businesses?**

Celebrate local food producers. Showcase them. I was new to Ballarat and it's taken me over a year to find local producers for things and I need to go to about 10 shops to get what I want (and I still can't find potatoes!). I got most of my information from Ballarat Lifestyle magazine. Support a website that maps local producers. Encourage food businesses to buy local. Make sure council buys local! Start a Ballarat Urban Farm to showcase produce in the heart of our city!

**Q5. How could council support the community to celebrate their local food culture?**

More events like a long lunch/harvest festival? Get back to our farming roots and celebrate the end of the harvest season! Have a local farm in the city centre (like CERES) to celebrate food on a regular basis. Create a Ballarat Grown label?

**Q6. If you have any further comments please use the space below.**

Ballarat is surrounding by local producers and I was so shocked it was so hard to link in with them. The Ballarat Wholefoods Collective do a great job but there are so many more producers.



**Respondent No:** 22

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 26, 2018 08:45:13 am

**Last Seen:** Nov 26, 2018 08:45:13 am

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

A change of the views of society about food and lifestyle is needed therefore education is required. Engage with the State Government and local schools and agencies to examine ways to introduce education about the benefits of healthy eating and lifestyle choices into schools. To commence this generational change starting food education at primary school age would be recommended. The investment in this education would be recouped in savings in the health industry in the longer term. The Go Goldfields program by Central Goldfields Shire while not specifically about food, is about improving outcomes for children, youth and families and may provide learnings for the food strategy

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

There seem to be a number of fresh food markets available for the Ballarat community, but I perceive that they are not as well attended as they could be which seems to be a societal issue. Convenience shopping at supermarkets and buying take away meals is still preferred by many. Being able to convince people of the advantages of taking up these fresh food opportunities seems to be more the issue.

**Q3. How could council encourage more residents to reduce food waste?**

Providing a separate bin to households for their food waste would achieve two things. 1. A wake up call about how much households are throwing out and 2. The ability to turn food waste into bioenergy through biodigestion technology that has been used in Europe for a number of years. This would create income to council from the energy generated and divert food waste from landfill systems thereby reducing the costs of landfill for council

**Q4. How could council better support local food producers and food businesses?**

Nurture the development of regional food hubs in partnership with neighbouring councils. These hubs would provide capacity building for primary producers and all others in the food chain system to maximise the opportunities for these businesses to increase their supply to local communities and reduce the reliance on imported food products. This would be good for local jobs and the health of the local community

**Q5. How could council support the community to celebrate their local food culture?**

Continue to support the types of events that Kate Davis is coordinating and highlighting the other fresh food initiatives via media such as My Ballarat and digital platforms that the City uses to engage the population

**Q6. If you have any further comments please use the space below.**

not answered



**Respondent No:** 23

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 28, 2018 21:49:07 pm

**Last Seen:** Nov 28, 2018 21:49:07 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Provide abundant public bubble taps so people drink water instead of soft drink or buying bottled water. Continue to encourage and create more farmers markets. Make it free for stall holders with healthy food (e.g. fruit, vegies).

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

More farmers markets closer to where they live. Plant fruit trees. Provide free garden space for growing vegies. Provide free work shops at these spaces.

---

**Q3. How could council encourage more residents to reduce food waste?**

Provide a compost waste collection service.

---

**Q4. How could council better support local food producers and food businesses?**

Free market stalls. Create a map/guide to local farms in the area where people can visit (i.e. food tourism). Contact local farmers to create areas on their farm where people can visit to buy food direct from farmers. Create a "farmers box" business that collects food from local area and sells to Ballarat public - I would buy that all the time.

---

**Q5. How could council support the community to celebrate their local food culture?**

Create a "Festival for Local Food". Ballarat is so good for public events and markets - join the two into this idea.

---

**Q6. If you have any further comments please use the space below.**

It's good council is active in this area. It's critical to the environment but an opportunity for the economy as well - perfect combination. Good luck. Cheers, Rob. 0434 523 790

---



**Respondent No:** 24

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 29, 2018 11:07:29 am

**Last Seen:** Nov 29, 2018 11:07:29 am

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Advertising on council property and on council literature...eg rates notices. Advocate sugar tax....a fast food tax? Vouchers to make purchases at food markets. Don't allow alcohol and fast food ads on council property/events. Sponsor /advocate good food events, ideas, trends etc. Continue to support/foster breast feeding.

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Community gardens....in many places...within walking distance of most homes. Set aside part of the botanical gardens as a market garden. Decorative vegetables and layouts... and then veggies given away... A community gardens coordinator...paid gardeners to help locals. Allocate some of the parks and gardens people to do work in progress community gardens. Food banks ...mobile...moving from suburb to suburb. Monday Wendouree....Tuesday Sebas.....

---

**Q3. How could council encourage more residents to reduce food waste?**

Education... Advertising..... Ads on home bins...'could this rubbish be composted'

---

**Q4. How could council better support local food producers and food businesses?**

Concessions to those that donate to food banks...or set up at markets. More pop up food markets....in more places spread around the city/suburbs.

---

**Q5. How could council support the community to celebrate their local food culture?**

What is our food culture? Ballarat has a lot of fast food outlets....??

---

**Q6. If you have any further comments please use the space below.**

Food is so personal. It's hard to 'tell' people what they should eat. There is money in selling unhealthy foods. Unhealthy food is often cheap. Any actions or projects need to happen in very local communities. Residents need to be able to walk to their community gardens...it will not work if it is a ten minute drive away.

---





**Respondent No:** 25

**Login:** Anonymous

**Email:** n/a

**Responded At:** Nov 30, 2018 11:44:05 am

**Last Seen:** Nov 30, 2018 11:44:05 am

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

Teach them how to cook! There's been a major disconnect with parents teaching kids how to prepare cheap, healthy, nutritious and tasty meals because they have lost the skills themselves. Ads are all about the story of how hard it is to prepare meals that the entire family likes and people believe the ads

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

Teach them how to grow their own food. Have community garden plots. Sharing excess food grown etc

---

**Q3. How could council encourage more residents to reduce food waste?**

Teach how to cook with perceived waste. Have a food compost pick up

---

**Q4. How could council better support local food producers and food businesses?**

not answered

---

**Q5. How could council support the community to celebrate their local food culture?**

not answered

---

**Q6. If you have any further comments please use the space below.**

not answered

---



**Respondent No:** 26

**Login:** Anonymous

**Email:** n/a

**Responded At:** Dec 02, 2018 20:54:00 pm

**Last Seen:** Dec 02, 2018 20:54:00 pm

**IP Address:** n/a

**Q1. How can council support the community to make healthier food and drink choices?**

For children, the type of food available in school canteens is very important. Kitchen garden programmes also increase awareness and interest in healthy food. For adults it's harder to influence their decisions, but drinking water being readily available helps.

---

**Q2. How could council support more people to have regular access to affordable, nutritious food?**

People living on Newstart simply don't have enough money to buy nutritious food. Please join with other councils to lobby the government to raise the level of Newstart. Anything else is a bandaid.

---

**Q3. How could council encourage more residents to reduce food waste?**

Food gardening makes people more aware of the work that goes into growing food, so supporting community gardens and similar organisations is helpful. I believe Ballarat Permaculture Guild is still looking for a home, and they are keen to help educate people about waste reduction.

---

**Q4. How could council better support local food producers and food businesses?**

Minimise red tape and provide helpful liason officers re food safety etc. I believe the council is already doing well in this regard.

---

**Q5. How could council support the community to celebrate their local food culture?**

not answered

---

**Q6. If you have any further comments please use the space below.**

not answered

---

**10.14. RECONCILIATION ACTION PLAN 2019-2021**

**Division:** Community Development  
**Director:** Neville Ivey  
**Author/Position:** Elizabeth Hardiman – Intercultural Partnerships Officer  
Jenny Fink - Executive Manager Learning and Community Hubs

**OFFICER RECOMMENDATION****Council resolves to:**

- 1. Acknowledge the invaluable guidance and feedback received from groups, organisations and individuals towards developing Council's draft Reconciliation Action Plan (RAP) 2019-2021.**
- 2. Accept the recommendations of the Koorie Engagement Action Group, the RAP Working Group and Reconciliation Australia.**
- 3. Acknowledge that Reconciliation with Aboriginal and Torres Strait Islander peoples is an 'All of Council' responsibility.**
- 4. Endorse the City of Ballarat's Reconciliation Action Plan 2019-2021.**

**EXECUTIVE SUMMARY**

This report seeks Council's endorsement of the RAP, which has been extensively reviewed and developed by Council's key advisory committee, the Koorie Engagement Action Group (KEAG) and affiliated RAP Working Group. It has also been endorsed by Reconciliation Australia. Additional public consultation is not considered necessary at this late stage of the plan's development.

**RATIONALE**

Over the past decade the City of Ballarat has continued to develop and enhance positive relationships with the local Aboriginal community through the Koorie Engagement Action Group, previously referred to as the Unfinished Business Advisory Committee.

The impetus for developing Council's inaugural RAP (2011-2013) came after a community forum was held in November 2009 at the Yuille Park Primary School. Through a series of workshops, attendees were asked to identify how the Council could best support reconciliation. One of the key outcomes was to re-energise the existing advisory committee, and to charge this group with the development and monitoring of a new Action Plan.

In September 2013 members of the RAP working group, the KEAG, key community stakeholders and Council officers met for a Strategic Planning and Review Day, where the RAP was analysed, discussed and a vision for Council's second RAP was set in motion. The second Plan was a result of extensive review, analysis, consultation and collaboration. It focused on actions that the City of Ballarat could progress as an organisation – whilst realising this cannot occur in isolation. Rather, the reconciliation process must, by its very nature, be collaborative and founded on a working partnership with Aboriginal and Torres Strait Islander people and supported by the broader community.

Key achievements of the previous 2 RAPs include (but not limited to):

- Visible and significant participation in major community events such as Begonia Festival; Harmony Fest; NAIDOC Week; Reconciliation Week; Federal Apology Anniversary; and the swearing in of the newly elected Mayors and Councillors;
- Strengthening and support of Council's key advisory committee, the KEAG;
- Employment outcomes in the areas of Citywide Services; Maintenance & Construction; Youth Services and Home & Community Care areas (CoB also auspiced ten (10) Aboriginal and Torres Strait Islander trainee positions for the Finding Futures Aboriginal Cemetery project in 2012);
- Aboriginal flags and eleven (11) Wathaurung Acknowledgment plaques installed at prominent Council venues;
- Acknowledgement of Country given at Council meetings and prominent events (Welcomes and Smoking Ceremonies wherever possible);
- Aboriginal artworks commissioned and installed at Council venues;
- Armstrong & Market St round-a-bout Indigenous design installation;
- Councillor and Council Staff cultural awareness training sessions & community forums;
- Significant increase of Indigenous collaborations, programs and events across Ballarat Libraries (finalists in 2017 HART Awards);
- External funding obtained for Indigenous community and sporting events; and
- Annual support of Koori Kids NAIDOC national awareness program through local primary schools.

The KEAG and RAP working groups have worked in the spirit of reconciliation over the past 16 months to incorporate learnings of past RAPs into this new proposed vision for the City of Ballarat.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006;*
- City of Ballarat Council Plan
- Intercultural Cities Strategic Plan 2019-2021
- City of Ballarat '*Statement of Commitment to the local Aboriginal community*'

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications identified?
<b>Human Rights</b>	Yes	Yes
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	Yes	Yes
<b>Economic</b>	Yes	Yes
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	Yes	Yes

**Human Rights** - The implementation of the RAP will provide Council, the local Aboriginal community and the broader community with a clear understanding of the City of Ballarat's commitment to reconciliation and the local Aboriginal community through the following:

**Relationships** – The City of Ballarat works in close partnership with the local community to ensure that our services and systems more closely align with the needs of Aboriginal and

Torres Strait Islander people. The KEAG provides a strong governance structure that ensures Councillors and Senior Managers are able to hear directly from community, whilst fostering engagement and partnerships that deliver better outcomes across all of Council, from arts and events that celebrate the history of our traditional owners, to joint projects in health and wellbeing that help strengthen future generations.

**Respect** – The City of Ballarat is well known for its heritage and history and central to this is the story of our Traditional Owners who continue to practice their culture on this land and other Aboriginal and Torres Strait Islander people with a connection to Ballarat. We recognise that there is strength in diversity and that the perspectives of Aboriginal and Torres Strait Islander people are crucial to the success of our organisation. Built on respect, this RAP sets out our commitment to further raising cultural awareness and sensitivity in our own workforce and across the breadth of our service delivery.

**Opportunities** – The City of Ballarat is seeking to strengthen the workforce participation of Aboriginal and Torres Strait Islander people across all facets of its business.

**Social/Cultural** - The City of Ballarat acknowledges the Wadawurrung and Dja Dja Wurrung people as the traditional custodians of the land on which its community live. Our community has strengths and assets, and we seek to develop and build on these, taking into account the diversity of our community.

This RAP reflects the City of Ballarat's commitment to reconciliation. It has been developed to enable Council to show its respect to Aboriginal and Torres Strait Islander people, to honour their descendants and to advance the reconciliation process for all Ballarat people.

The RAP encourages greater understanding, acknowledgment, respect, inclusion of and opportunities for the Aboriginal people of this region.

The City of Ballarat, through this RAP, ensures that Councillors, staff and members of the community are able to contribute to the reconciliation process.

**Environmental/Sustainability** – One of the most significant environmental issues that Council needs to consider in relation to the Reconciliation Action Plan is supporting the preservation of Aboriginal cultural heritage and culturally significant sites.

**Economic** – Council's Reconciliation Action Plan 2019-2021 pledges to encourage and support the procurement of goods and services from Ballarat's Aboriginal and Torres Strait Islander business community.

**Risk Management** - The RAP is a guide and measurement for actions, opportunities and ultimately a better quality of life for Ballarat's Aboriginal community. Community expectations have been raised by the success of the first and second Reconciliation Action Plans. Council needs to demonstrate and maintain this commitment.

The KEAG is the primary advisory and reference group in relation to reviewing the RAP - advising in matters of cultural appropriateness and finding ways of better connecting and strengthening cooperation and productivity amongst the diverse community groups. Whilst also providing a vital lifeline between Council and the Aboriginal and Torres Strait Islander community, the KEAG will help ensure that the implementation process is kept on track and in accordance with wishes of Ballarat's Aboriginal and Torres Strait Islander communities.

**Financial/Resources** - Costs incurred to implement Council's Reconciliation Action Plan will fall within the allocated annual budgets parameters.

---



**Implementation/Marketing** - Throughout the RAP's implementation a number of marketing and media activities will take place relating to actions in the Plan:

1. RAP Launch event;
2. Reconciliation Week event(s);
3. NAIDOC Week celebrations;
  - Flag-raising ceremony
  - Civic and community event(s)
4. Begonia Festival/Harmony Fest/Heritage Weekend;
5. Information on the City of Ballarat website, Facebook page and Twitter; and
6. Story in MyBallarat

**Evaluation and Review** – During the course of the Plan's implementation, the Koorie Engagement Action Group will act in an advisory role on the issues that concern them. This will help ensure that the implementation process is kept on track and in accordance with Aboriginal and Torres Strait Islander people's wishes.

A formal report will be prepared and presented to Council annually for the life of the plan. A community consultation process will be undertaken to review the outcomes, relevance and effectiveness of the RAP in 2021, after its completion.

## CONSULTATION

At the City of Ballarat, we believe that we are all responsible for reconciliation. We are all committed to working with our Reconciliation Action Planning Working Group to champion reconciliation and this action plan across all levels of Council.

The City of Ballarat has a long history of engaging with local community to improve access to Council services and to share and celebrate the history and future of our traditional owners. The City of Ballarat has a dedicated group of people who participate in the Koorie Engagement Action Group (KEAG). A small group of people from across the organisation and KEAG representatives have contributed to the creation of this plan.

Our working group to develop this RAP included:

- Sarah Jane Hall, KEAG Co-Chair
- Rachel Muir, Ballarat Health Services
- Jenny Fink, Executive Manager, Learning & Community Hubs
- Frances Salenga, Coordinator Intercultural Diversity
- Sharelle Knight, Executive Manager, Family & Children's Services
- Hemraz Bhoolah, Intercultural Partnerships Officer
- Liz Hardiman, Intercultural Partnerships Officer
- Fiona Machin, Cultural Partnerships Officer

A number of workshops convened by the working group have involved community members, council staff and members of the KEAG. This consultation process is ongoing across the life of this plan and into the future.

We are also committed to working with existing Aboriginal and Torres Strait Islander committees and networks and organisations including:

- Wadawurrung Corporation
  - Dja Dja Wurrung Corporation
  - Ballarat and District Aboriginal Cooperative
  - Department of Health and Human Services
-

- Koolin Balit Grampians Regional Committee
- Grampians Regional Aboriginal Justice Advisory Committee
- Better Outcomes for our Koorie Children's Network
- Central Highlands - Local Aboriginal Network
- Koorie Youth Council
- Koorie Hub – and KAOS
- Intercultural Cities Network

This year the City has committed to five RAP champions. These RAP champions will enable the City to realise the many benefits of these reconciliation activities, broadening our organisation's understanding of Aboriginal and Torres Strait Islander culture and history and increasing engagement in all reconciliation activities.

The KEAG is Council's primary advisory and reference group in relation to reviewing the RAP - advising in matters of cultural appropriateness and finding ways of better connecting and strengthening cooperation and productivity amongst the diverse community groups. Whilst also providing a vital lifeline between Council and the Aboriginal and Torres Strait Islander community, the KEAG will help ensure that the implementation process for the new Plan is kept on track and in accordance with wishes of Ballarat's Indigenous communities.

#### **OFFICERS DECLARATIONS OF INTEREST**

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

#### **REFERENCE DOCUMENTS**

N/A

#### **ATTACHMENTS**

1. Reconciliation Action Plan 2019-2021 FINAL **[10.14.1]**



Innovate Reconciliation Action Plan  
May 2019–May 2021

568



RECONCILIATION  
ACTION PLAN

**INNOVATE**