

10.4. RURAL COUNCIL TRANSFORMATION PROGRAM

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

OFFICER RECOMMENDATION

Council resolves to:

- 1. Note the business case development for the Central Highlands Councils Victoria Regional Shared Services project.**
- 2. Submit a full application for Victorian Government funding through the Rural Councils Transformation Program.**
- 3. Commit to the delivery of the project in the event of successful funding.**

EXECUTIVE SUMMARY

The Victorian Government through its Rural Councils Transformation Program has committed \$20 million of funding in the 2018-19 financial year for the implementation of large-scale transformation projects at a regional level. The program aims to improve the sustainability of rural and regional councils who would otherwise not be able to invest in large-scale transformative projects.

The City of Ballarat Council Plan 2017-2021, under the goal of accountability, specifies that Council will develop an action plan for the implementation of shared services with regional and rural councils.

The City of Ballarat is leading the submission of a transformative project with seven of the eight Central Highlands Councils Victoria members (Ararat Rural City, Central Goldfields Shire, Golden Plains Shire, Hepburn Shire, Moorabool Shire and Pyrenees Shire).

The project will assist in the delivery of shared service models throughout the Central Highlands region underpinned by a new digital platform. The program will benefit our regional communities through improving the financial sustainability of its Councils by reducing duplication of service functions across the region and embedding savings into improving service delivery. Through collaboration and innovation, Councils will work together to redesign our services to meet our communities needs and expectations, and provide a new digital platform, focusing on the needs of our customers by being able to transact with Councils online at any time.

Delivering this project will deliver on the City of Ballarat Digital Services Strategy, by developing online services that are citizen centric and integrated from the customer's perspective, harnessing technology to enhance and support innovation within council business units, and achieve best value for ratepayers by focusing on cost efficiency and cost transparency

A full business case is being developed in partnership with the participating Councils and consultants that the Victorian Government have contracted EY (previously known as Ernst and Young). The funding requested through the program is \$5.5 million and if successful the project will provide significant savings and service improvements.

RATIONALE

Rural and regional Councils like the City of Ballarat are facing the challenge of growing asset renewal costs, service funding gaps, increasing community expectations and increasing difficulties in attracting specialised workforces. Central Highlands Councils Victoria has been working to formulate a program of transformation to improve the underlying sustainability of our Councils and communities, and to look beyond municipal boundaries to take a regional approach to delivering local services to our communities of over 230,000 people.

Central Highlands Councils Victoria members have been investigating a range of opportunities for transformative collaborations for the previous four years, alongside a history of regional collaboration and procurement for over a decade.

An expression of interest was submitted to participate in the Rural Councils Transformation Program. With the successful expression of interest, the Central Highlands Councils, along with partner EY, are developing a full business case for regulatory and specialised services to be shared across the region.

The costs associated with contracting EY have been borne by the Victorian Government.

If successful, the funding will provide numerous benefits to our communities, including but not limited to:

- Improving the financial sustainability of the Central Highlands Victoria Councils members;
- Improving service delivery and better meeting our communities needs and expectations, through new digital transaction channels, giving customers visibility of their interactions with Council, and streamlined service delivery through consistent processes and service models across the region;
- Reducing risk to the Central Highlands Victoria Councils members by utilising specialist skills and market leading digital solutions;
- Enhancing the attractiveness of working within the Central Highlands region, attracting specialised workforces, and increasing the reach of utilising specialised resources using cloud technologies available anywhere, anytime; and
- Enhancing career and skill development opportunities for our regional workforces

The delivery of shared services has been identified as a strategy through previous service reviews in facing the challenges identified by Central Highlands Councils. Shared services models will vary depending on the service to be shared throughout the region. Models of delivery include sharing of resources, seeking joint tenders and contracts for works and services, combining resources to provide joint provision of services, and managing services via a separate authority.

It is proposed that services identified to be shared by the Central Highlands Councils will be delivered on market leading shared cloud technology solutions. Utilising these solutions allows our workforce to work from anywhere within the region, enhancing the potential for the workforce of any one Council to live and work within another in the region. Integration of workforces across the region are a key enabler of collaboration and innovation, as well as career development for our staff. The cloud solution will also allow Councils to access numerous delivery partners, which can lead to reduced support and delivery costs.

Through the adoption of this shared cloud technology, Central Highlands Councils will be able to reduce the duplication of processes in service delivery, and reduce the ever-increasing risks associated with cyber security and compliance. Cloud enterprise solutions will also support

collaboration and innovation throughout the Central Highlands region, resulting in a better and more efficient experience for our communities.

The Central Highlands Council members are committed to delivering better experiences for our communities through a shared services program, and the Rural Councils Transformation Program allows the opportunity to formally progress initiatives resulting in these benefits to our communities.

Should Council be successful in receiving funding through this program the Council may need to participate in the formation and operation of a separate legal entity or entities. If this is required the Council will need to consider the risks involved, the investment involved, and total risk exposure of Council at that time in accordance with section 193 of the *Local Government Act 1989*.

At this stage of the project there is no investment from Council or no requirement to form an entity.

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*
- City of Ballarat Digital Services Strategy 2016-2020

REPORTING AND COMPLIANCE STATEMENTS

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

Human Rights – It is considered that this project, should funding be successful, may have impacts on human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*, namely that of privacy. Data collection processes will be conducted during this project. Council will take all reasonable steps to ensure that privacy is protected in accordance with the *Privacy and Data Protection Act 2014*.

Social/Cultural – This project will enhance service delivery outcomes for communities throughout the region and ensure the communities Councils are sustainable into the future.

Economic – This project delivers to a wider innovation and collaboration program strengthening the region. It will help attract and retain talent, investment and economic activity throughout our region.

Financial/Resources – Funding has been requested through the Rural Councils Transformation Program. This funding will deliver a program over five years. Ongoing costs

after the delivery of this program are to be provided in subsequent Council budgets. Full financial details are provided in the business case. There is no requirement for Council to co-contribute to this project or funding application.

Risk Management – A detailed risk and mitigation strategy has been developed as part of the Central Highlands Councils business case.

Implementation and Marketing – An implementation plan has been developed over the period of five years. An implementation plan is included in the business case.

Evaluation and Review – A full framework for evaluating and assessing the outcomes of the proposal, as well as assessing the viability of a model that can be replicated is included in the business case.

CONSULTATION

Extensive consultation has occurred between the participating Councils and staff, Local Government Victoria and EY. Consultation with communities will occur during development stage should funding be provided.

The six other participating Central Highlands Councils Victoria members are also considering the business case and project at this time.

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

- Rural Councils Transformation Program Funding Guidelines
- Business Case to be attached

ATTACHMENTS

Nil

10.5. ACCESS & INCLUSION PLAN

Division: Community Development
Director: Neville Ivey
Author/Position: Phil Cutts – Rural Access Officer

OFFICER RECOMMENDATION

Council resolves to:

1. Note the community feedback provided during the public exhibition phase with regard to the draft Disability Access and Inclusion Plan;
2. Adopt and approve the Disability Access and Inclusion Plan noting the following amendments to the draft document.
 - That the Plan date be changed from 2018–2021 to 2019–2022.
 - That ‘events’ be added to page 14 *Priorities and Planning* to strengthen the expectation that when an event is funded by Council appropriate access provisions are in place.
 - In relation to specific feedback about the challenges of providing accessible solutions within heritage overlays, page 14 *Priorities and Planning* has been amended to include; “It is the intent of City of Ballarat to balance access and heritage, that preserving heritage does not mean that access and inclusion is overlooked.”

EXECUTIVE SUMMARY

The City of Ballarat plays a key role in ensuring that everyone who lives in the municipality can participate in all aspects of community life and to fulfil their own aspirations. The City of Ballarat also has responsibility for both local government service delivery and as an employer.

The Disability Advisory Committee (DAC) is Council’s peak advisory body on disability, as outlined in the plan, it plays a key role in ensuring that the City of Ballarat’s decision making is informed by best practice evidence around inclusion and access, policy and design principles.

The plan sets out new principles to ensure that Council continues to move beyond minimum inclusion requirements and embraces best practice opportunities in all facets of business. The plan also showcases the influence and achievements of the DAC over the last three years.

RATIONALE

The Disability Access and Inclusion Plan was on exhibition for 57 days and received one formal submission as well as several verbal contributions. Despite the limited amount of feedback, the known reach of consultation activities was over 1,000 people. All feedback has been considered in the development of the plan, including feedback from community members, Disability Advisory Committee members, organisational partners and City of Ballarat staff.

Council's Rural Access Officer has driven the development of the plan in consultation with the Disability Advisory Committee, people living with disability, their family and carers. The new plan builds on the significant gains from the previous three access plans implemented by Council in partnership with stakeholders and the community.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

Disability Action and Inclusion Plans are a requirement of the *Disability Act 2006*. The plan assists the City of Ballarat to meet its obligations under Federal and State Government anti-discrimination legislation, promoting the rights of people with disabilities and access issues so they can participate in all facets of community life.

In addition to the *Disability Act 2006*, the City of Ballarat has legal obligations under the:

- United Nations Convention on the Rights of Persons with Disabilities
- *Disability Discrimination Act 1992*, and
- *Equal Opportunity Act 2010*
- *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?
Human Rights	Yes	No
Social/Cultural	Yes	No
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	No	No
Risk Management	No	No
Implementation and Marketing	No	No
Evaluation and Review	Yes	No

Human Rights – This plan supports the principles of the *Charter of Human Rights and Responsibilities Act 2006*, for example, 'Every person in Victoria has the right, and is to have the opportunity, without discrimination, to participate in the conduct of public affairs...' The plan outlines Council's commitment to equity in our community for people with disability.

Social/Cultural – It is considered that Council plays a key role in ensuring that everyone who lives in the municipality can participate in all aspects of community life and to fulfil their own aspirations.

Evaluation and Review – Council is committed to reporting key milestones and activities to the community via sharing case studies and success stories. Council will also continue to consult stakeholders, carers, families and services to ensure their priorities are reflected in key activities for the life of this plan.

CONSULTATION

Consultation was undertaken throughout 2018 with the Disability Advisory Committee, via a specific Disability Access and Inclusion Plan working group, and with community stakeholders. The plan was placed on public exhibition at the Council meeting of 21 November 2018 following a submission by Disability Advisory Committee representative Narelle Mason.

Community consultation was undertaken on Council's *MySay* platform between 26 November 2018 and 21 January 2019. The consultation opportunity was promoted via social media, Council's website, and direct emails to organisational partners and stakeholders. Whilst the plan was visited on 50 occasions online and downloaded 25 times, only one formal survey response was received.

As part of the consultation process Council received feedback in relation to whether the plan was using the latest and most appropriate data sets in unemployment figures and Vic Health survey findings. With regard to unemployment figures the survey for gathering this data, the Census of Population and Housing was carried out in 2016, the next survey will be in 2021, therefore the data is current. The Vic-Health Indicators Survey 2011 was a commissioned survey by City of Ballarat, in the Vic-Health Indicators Survey 2015 transport and people with disability was not explored, therefore the data is the most current in relation to this subject.

OFFICERS DECLARATIONS OF INTEREST

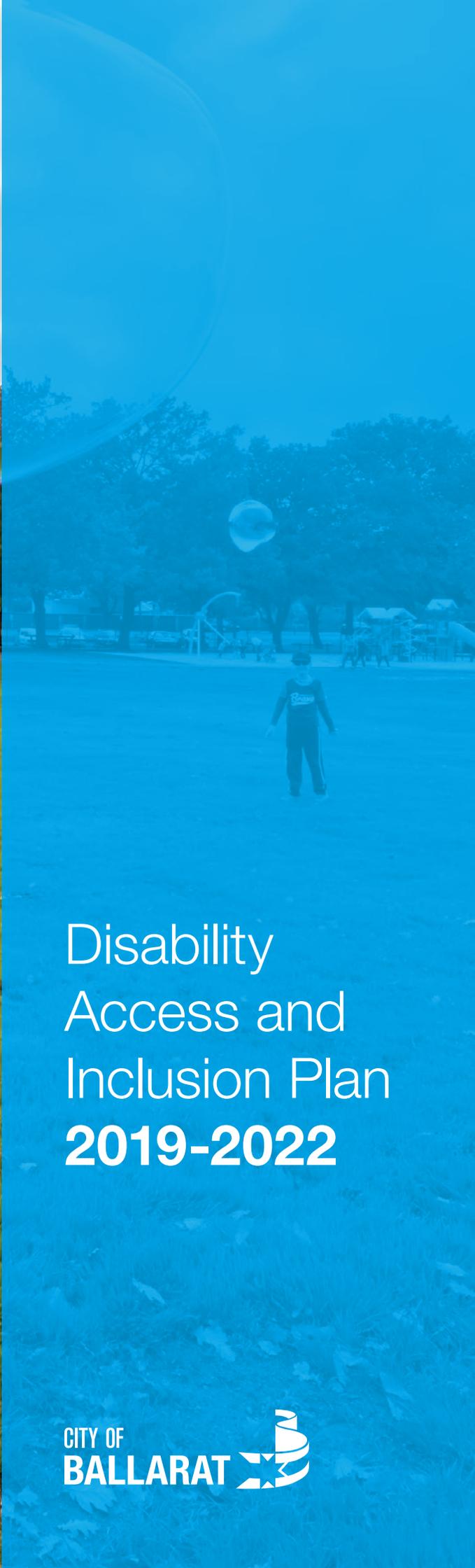
Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Nil

ATTACHMENTS

1. Disability Access & Inclusion Plan 2019-2022 **[10.5.1]**



Disability
Access and
Inclusion Plan
2019-2022

celebrating
contributions
of people with
a disability





Mayor's Message

Cr Samantha McIntosh

I'm pleased to present the 2019-2022 Disability Access and Inclusion Plan for the City of Ballarat.

Ballarat is home to a wide range of industries, services, historic tourist attractions and modern events and boasts a highly connected and vibrant community. As Mayor, I am proud that Ballarat is known as a progressive, inclusive place to live, filled with citizens from a diverse range of backgrounds and abilities.

As a major service provider and employer, the City of Ballarat has a clear role in increasing inclusion and access for people who live in this city. This plan allows the City of Ballarat to continue to prioritise key actions and align future investment to continue to break down barriers through inclusive and accessible programs, employment, events, services, buildings and infrastructure.

I thank the Disability Advisory Committee members for their work on this plan and their continued strategic advice to the City of Ballarat as we all strive to ensure our city is inclusive and accessible for everyone.

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

Disability Advisory Committee (DAC) Chair Message

Cr Belinda Coates

As a committee, we have witnessed significant change in the disability services sector and, with it, a change in community expectations in relation to ensuring all people are valued as active members of our community, regardless of their access and inclusion needs.

As the Chairperson, my role is to ensure that the committee functions properly, that there is full participation during meetings and that effective decisions are made and carried out. As the Chairperson, it is very pleasing to see the benefits that have come from making it easier for people with disability to pursue their passions and interests and to participate fully in our community.

This plan sets out new principles that will continue to guide our activities and ongoing advice to the City of Ballarat, ensuring we move beyond minimum inclusion requirements and embracing best practice in all facets of the City of Ballarat's business. We will also continue to focus on ensuring that matters related to inclusion and access are well understood by the community, acknowledging that the City of Ballarat has a leadership role in supporting integrated responses that seek to improve access and inclusion.

The committee is proud to showcase its achievements from the previous plan. We look forward to working with community members, carers, service providers and government partners in shaping disability and inclusion policy at the City of Ballarat and delivering positive outcomes on behalf of the community.

Thanks to the committee for their incredible commitment, professionalism and contribution.

Definitions

within the context of this plan:

Disability: In line with the definition in the Disability Discrimination Act 1992, it can be summarised as any impairment of a physical, intellectual, psychiatric, neurological or sensory nature. Disability can be either temporary or permanent and something that is acquired or present from birth. While traditional definitions of disability have focused on the restriction or lack of ability on the part of an individual, disability advocates recommend the need to view disability as a social construct. Using this model, it is the social attitudes and barriers that ‘disable’ an individual from being a full and inclusive member of the community. This shift in thinking is of fundamental importance to the effective implementation of a Disability Action Plan.

Access: In the case of a facility, it is readily usable by an individual; in the case of a program or activity, it is presented or provided in such a way that an individual can participate, with or without auxiliary aids; in the case of electronic resources, it is able to be used with or without assistive computer technology.

Inclusion: Enabling the involvement of people with disabilities in programs, activities and facilities with their non-disabled peers.

Compliance: A minimum standard that is achieved that makes a public place or site, with regard to its accessibility, passable in accordance with the Federal Disability Discrimination Act 1992.

Best Practice: Making sure that the best possible outcome is achieved for people with disability regarding access and inclusion.

Advocacy: Acting, speaking or writing to promote, protect and defend the human rights of people with disability. This can be acting with or on behalf of people with disability.

Capacity Building: The process by which individuals, communities and organisations obtain, improve and retain the skills, knowledge, tools, equipment and other resources needed to function at an optimal level.

Assistive Technology: Technology used to assist a person with a disability e.g. wheelchair, hand splints, computer-based equipment.

Adult Change Place (aka “Marveloo”): A Marveloo is a transportable Adult Changing Place. Adult Changing Places are larger than standard accessible toilets with a fully accessible toilet, an adult-sized change table, and a tracking hoist to meet the needs of people with high support needs.

Demonstrating Universal Design: Designing programs, services, tools and facilities so that they are useable, without modification, by the widest range of users possible.

Universal Design is a design concept, not a type of product.

The principles of universal design can be applied to concrete items like products, buildings and open spaces, as well as intellectual activities such as designing learning programs. It can also be applied to policies and practices.

Universal design must also form part of ongoing conversations about sustainability, resilience, health and wellbeing.

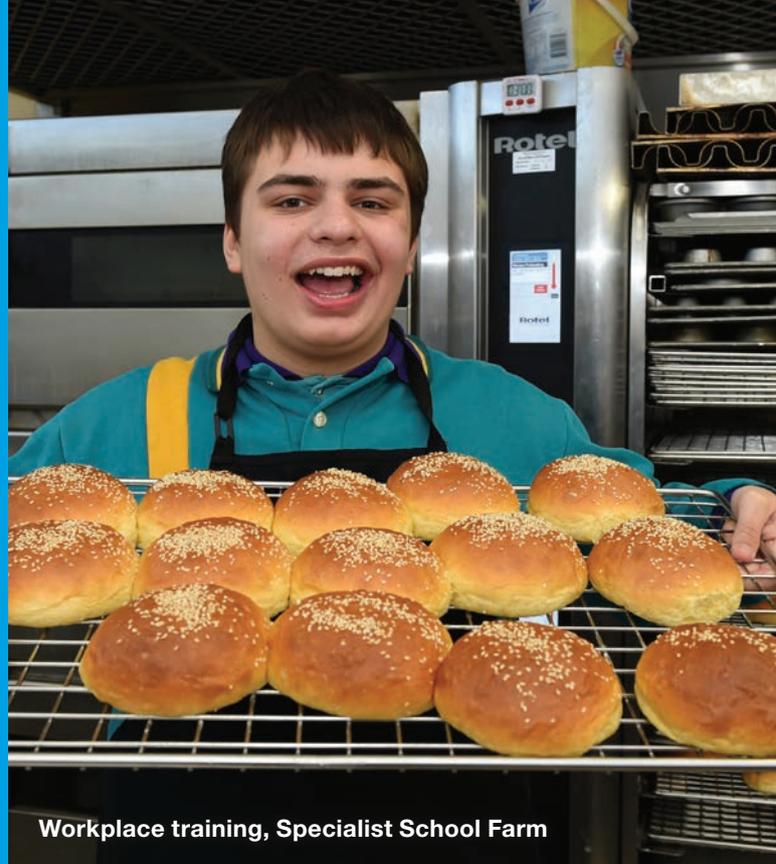
The City of Ballarat delivered Universal Design training to the organisation’s officers and will continue to consider universal access and design in delivery of the built environment, programs and events. The DAC continue to advocate for Universal Design principles to be considered in all design in Ballarat and have committed to developing an awareness campaign as part of the 2019-2022 Plan.



Artist at work, SCOPE

Introduction

People with a disability want to be able to live, work and socialise in the same way as everyone else. They want the same opportunities to use services, such as safe and reliable transport, easily accessible buildings and public spaces and support from families, friends and communities to fulfil their aspirations. Developing a Disability Access and Inclusion Plan that specifically considers the needs of people with a disability helps Council and the City of Ballarat to understand the obstacles that prevent people from being a full and inclusive member of the community, enabling the wider community to develop and implement actions that focus on reducing barriers to access.



Workplace training, Specialist School Farm

The City of Ballarat's Role

The City of Ballarat plays an important role in ensuring that everyone who lives in the municipality can participate in all aspects of community life and to fulfil their own aspirations. The City of Ballarat also has responsibility for both local government service delivery and as an employer.

Disability Action and Inclusion Plans are a requirement of the Victorian Disability Act 2006. The plan also assists the City of Ballarat to meet its obligations under Federal and State Government anti-discrimination legislation, promoting the rights of people with disabilities and access issues so they can participate in all facets of community life.

In addition to the Disability Act, the City of Ballarat has legal obligations under the:

- United Nations Convention on the Rights of Persons with Disabilities
- Victorian Charter of Human Rights and Responsibilities
- Commonwealth Disability Discrimination Act, and
- Victorian Equal Opportunity Act

This is the City of Ballarat's fourth Disability Access and Inclusion Plan. The 2019-2022 plan builds on the significant gains from the City of Ballarat's investment in capacity building across its operations and its advocacy in shaping key strategic projects in the city.

The City of Ballarat is committed to reporting on key milestones and activities on an annual basis and will share our success and case studies. The City of Ballarat will also continue to consult stakeholders, carers, families and services to ensure their priorities are reflected in key activities for the life of this plan.

The Disability Advisory Committee (DAC)

The DAC provides expert advice to the City of Ballarat on matters relating to access and inclusion for people living in Ballarat. The role of the DAC requires tenacity and patience, the committee often advocates for several years for positive change in the built and social environment. The DAC is made up of individuals with expertise in the built environment, carers, disability services providers and people with lived experience as family members or with a disability.

The DAC has a key role in ensuring that the City of Ballarat's decision-making is informed by best practice around inclusion and access policy and design principles.

Advice and Support

Capacity Building



“The design of the Inclusive Play Space makes it possible for both of my children to play together and to play with their friends too. It really is inclusive play”

Parent

Key Achievements

of 2015-2017 plan

Young people and their families

The award-winning Victoria Park Inclusive Play Space is a dynamic location that can evolve to meet Community needs. It attracts many people, both local and from out of town.

Sporting facilities

Accessibility upgrades have been delivered to improve access at sporting facilities, including the Alfredton Recreation Reserve and Marty Busch Reserve.

Improving access at Mars Stadium will also continue to be a major focus for the DAC, particularly working on increasing seating and amenities for people with disability and their families.



Mars Stadium



Auslan interpreter and live captioning

Events

In 2017, the City of Ballarat began hiring an Adult Change facility (Marveloo) so it could provide greater access and inclusion to local events for some members of the community with disability. In early 2018, the City of Ballarat was successful in securing \$100,000 funding from Changing Places to construct a transportable Adult Changing Place (Marveloo).

The Ballarat Marveloo will have semi-permanent positions at Mars Stadium and in the North Gardens. It will also be able to be transported to various events in Ballarat and the district.

Advice was also provided in relation to improvements to access, via the upgraded and levelled footpath at the Regent Theatre.

Auslan interpretation was provided at events including Opera Australia, Sovereign Hill and Eureka Centre.



"All of us were so in awe of the Marveloo, it is great for assisting people with disability. It is totally respectful of people with disability, their carers and family. We were all so pleased with the Marveloo."





Footpath improvements at Parent Place in the CBD

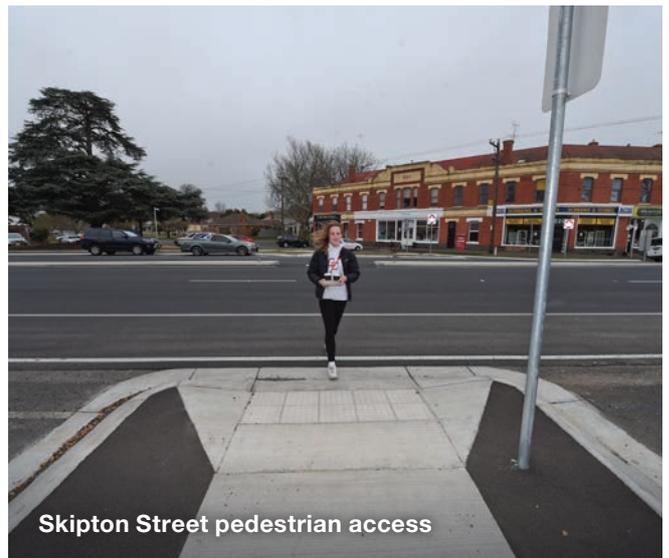
Making life easier

The DAC's commitment to advocating and lobbying has had a profound influence on systemic change in the City of Ballarat and in the community. Some change can take time, from the initial crafting of an idea to following it through to fruition, for example, the Victoria Park Inclusive Play Space – the idea of which came from the DAC and took several years to become a reality.

The DAC will continue to work towards making Ballarat as inclusive as possible for people with disability.

The City of Ballarat, working with the DAC, has partnered with various levels of government to achieve positive outcomes, influencing and prioritising access in thoroughfare and road works including:

- Gillies Street Specialist School pedestrian crossing
- Footpath improvements at Parent Place in the CBD
- Footpath continuation Ranger Barracks – Avenue of Honour
- Skipton Street pedestrian access
- Implementation of 40km zone and extended crossing times within the CBD precinct



Skipton Street pedestrian access



Footpath continuation, Avenue of Honour

consultation

40

Implementation of 40km zone and extended crossing times within the CBD precinct



Gillies Street Specialist School pedestrian crossing

Disability In Our Community

The Stats



Around **one in five** people in Australia report having a disability

Almost **one third** of people with disability have a profound or severe disability ¹



By **2031**, there could be more than **30,000** people in Ballarat living with a disability ³

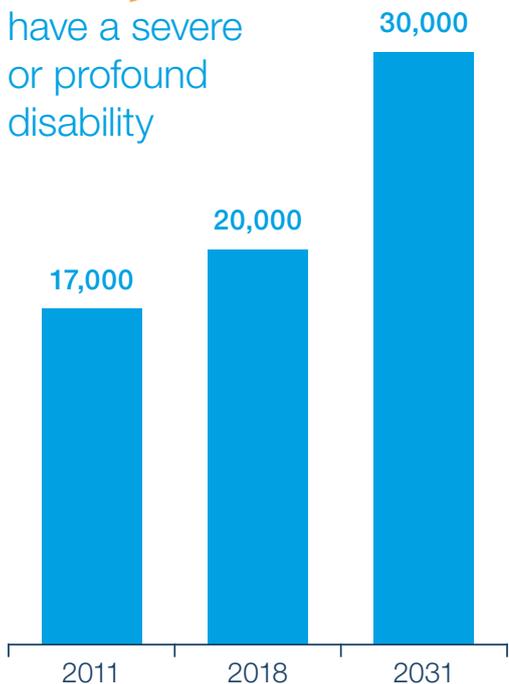
Estimates predict more than

20,000

people in Ballarat have some form of disability, and around

6,600

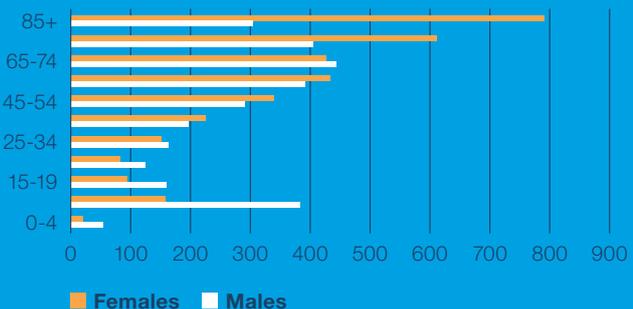
have a severe or profound disability



The likelihood of living with a disability increases with age. In Ballarat, almost **48%** of people needing assistance with a core activity are **aged 65 or over**.

Women have a longer average life span, resulting in more older women in the community. However, due to the types of health conditions women experience, the proportion of women needing assistance with core activities over the age of 75 (30 per cent of women aged over 75) is also higher than men (22 per cent) ²

People needing assistance with a core activity by gender and age – Ballarat



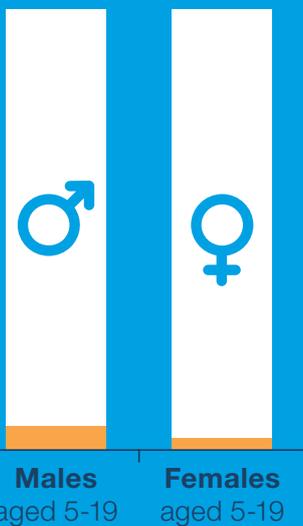
As the **population** of Ballarat **increases** and the **proportion of older people** in the population increases, the level of disability in the community is likely to **increase significantly**



A local survey showed

one out of every two

people with a disability have been limited by a **lack of transport** ⁴



In **younger age groups**, men have **higher rates** of disability (5.5 per cent of males aged 5 to 19 compared to 2.7 per cent for females). This is often diagnosed as children enter school, and partly due to children being diagnosed with autism spectrum disorders ²

A national survey has shown people with a disability **aged 15 to 24** years were

10x

times more likely to report the experience of **discrimination** than those aged 65 years and over ¹

People with disabilities experience **higher rates of unemployment.** In Ballarat,

15.7%

of people with a disability were unemployed

compared to 7%

of people without a disability ²

1. Disability, Ageing and Carers, Australia: Summary of Findings, 2015 cat.no.4430.0
2. ABS Census of Population and Housing, 2016
3. Victoria in Future 2016
4. VicHealth Indicators Survey 2011



The Principles

The City of Ballarat will consult with the community, the DAC, other stakeholders and councillors to agree activities and focus.

These activities will be aligned to the following principles, which seek to provide an overarching aspiration and requirement when considering disability and inclusion matters:

Exclusion is not acceptable.

Early planning and consideration of inclusion and accessibility issues in community events, programs and infrastructure will ensure that the needs of people with a disability are not an afterthought, maximising participation, inclusion and access.

Inclusive design solutions can co-exist with heritage values.

The Ballarat built environment is rich in heritage buildings and infrastructure. The DAC believes inclusive solutions that improve inclusion and access can co-exist with our historical landscape and that early consultation with the committee on design options will make Ballarat more inclusive for everyone.

"It's an awesome show to be involved in, we are part of a network and help people with disability connect with the community."

The award winning Radioactive crew (Voice FM)



Recognition



Workplace training,
Specialist School Farm Café

Lobbying

Technology can be an enabler of access and inclusion.

Assistive technologies not only have the potential to increase personal independence for people, but also to increase inclusion in workplaces and public space. There will be emerging opportunities to ensure infrastructure and its information and communications systems utilise assistive technologies to increase access and inclusion across the city.

Best practice and evidence, beyond compliance.

Following best practice ensures access and inclusion are well designed for everyone.

Compliance is a minimum standard while best practice and having an evidence-based approach ensures a more inclusive community from the start without having to retrofit later. The City of Ballarat chooses to follow best practice.

Context matters – the bigger picture and changing policy environment are understood.

It is important that the City of Ballarat is well supported to understand the broader issues related to disability policy and projects both nationally, state-wide and regionally when making decisions in relation to access and inclusion matters across all City of Ballarat portfolios.



Workplace training,
Specialist School Farm Café



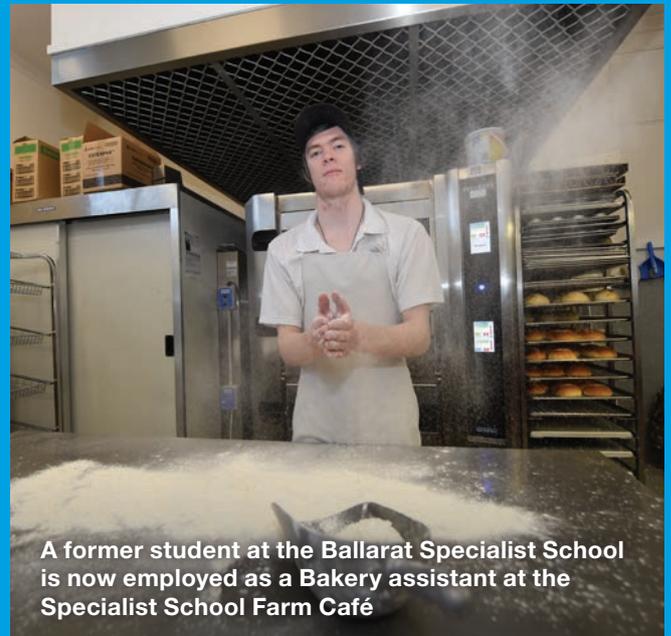
"I love my job at BRI" (BRI - Ballarat Regional Industries)

Key Priorities

2019-2022

As the city changes and grows, the City of Ballarat and the DAC will continue to advocate for and strive to be leaders of best practice in access and inclusion. They will work with people with a disability, their families and service providers to agree priority activities and areas of focus on an annual basis.

Feedback



A former student at the Ballarat Specialist School is now employed as a Bakery assistant at the Specialist School Farm Café

Priorities 2018-2021

Planning	Community Participation	Communication and Information	Human Rights and Advocacy	Workforce
<p>Include access and inclusion principles within Council's key strategic plans and policy documents. Ensure that accessibility features and requirements are included in the planning of events, new projects, precincts, building and infrastructure works.</p> <p>Progressively improve the accessibility to existing City of Ballarat buildings and infrastructure.</p> <p>It is the intent of City of Ballarat to balance access and heritage, that preserving heritage does not mean that access and inclusion is overlooked.</p>	<p>Develop and advance strategies that systematically remove barriers to participation by providing equitable opportunities for people with disabilities to participate in all aspects of community life.</p>	<p>Improve access to information that supports informed decision-making, and increases awareness of services, opportunities and entitlements.</p>	<p>Advance inclusion of people with a disability in community life by raising awareness of the issues faced by people with disabilities and commit to promoting and protecting their human rights.</p>	<p>Increase employment opportunities for people with a disability through the development of inclusive training programs, strengthened recruitment relationships and pathways to workforce participation.</p>

Areas of Focus

<ul style="list-style-type: none"> • Built environment • Transport • Services • Governance • Council Plans and Strategies 	<ul style="list-style-type: none"> • Accessibility • Events • Getting involved • Consultation • Engagement • Inclusion • Arts and Culture • Recreation 	<ul style="list-style-type: none"> • Services • National Disability Insurance Scheme (NDIS) • Accessible formats • Promotion • Social media 	<ul style="list-style-type: none"> • Leadership • Decision-making • Partnerships • Crime and family violence • Housing 	<ul style="list-style-type: none"> • Employment • Engagement • Training • Education and awareness • Economic development
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Artists at work, SCOPE

Planning and Reporting

Planning of specific actions for the Disability Access and Inclusion Plan will involve a whole of Council approach, in partnership with Council's Disability Advisory Committee (DAC). This process will be informed by the community's issues of importance through consultation and identifying and developing opportunities within the Council Plan and budget process on an annual basis.

The monitoring and evaluating of achievements and progress over the life of the Plan will also require a whole of Council approach. The Engaged Communities portfolio will lead the process with each business unit being responsible for evaluating specific identified initiatives, as well as broader business unit improvements and achievements in access and inclusion.

An annual evaluation report will then be provided to the DAC and Council detailing progress against identified areas of action.



Inclusive Play Space

**Expert Advice -
Universal Design**



Contact

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Acknowledgements

Thank you:

- Victorian Government for supporting the Rural and Deaf Access programs at the City of Ballarat
- Maroondah City Council for Marveloo design

10.6. URBAN FOREST ACTION PLAN

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

OFFICER RECOMMENDATION

Council resolves to:

1. **Adopt the Urban Forest Action Plan (2019) as a critical tool to manage, enhance and protect Ballarat’s Urban Forest.**
2. **Acknowledge the important role Ballarat’s Urban Forest plays in Ballarat’s urban character and the significant environmental, economic and social benefits it provides for the Ballarat community.**

EXECUTIVE SUMMARY

Ballarat’s urban trees play an important role in the livability, resilience and sustainability of our city. Through their many benefits such as shading, stormwater interception and provision of habitat for wildlife, the hundreds of thousands of trees and associated vegetation across our urban area form Ballarat’s Urban Forest.

The Urban Forest Action Plan provides a long-term strategy to both improve urban tree cover and maintain our existing trees. The creation of a healthy, resilient and thriving Urban Forest will be achieved through an integrated approach that incorporates multiple departments across council. It sets out four key targets and identifies six objectives needed to implement an urban forest approach across Ballarat.

The plan considers the two hundred and seventeen (217) submissions made during the consultation of both the Urban Forest Discussion Paper (2017) and the Draft Urban Forest Action Plan (2019) and addresses key concerns raised by the community.

This Report recommends Council adopt the Ballarat Urban Forest Action Plan as Council’s long-term strategy for the on-going management and enhancement of Ballarat’s Urban Forest.

RATIONALE

In 2015, during Council’s largest community conversation, Ballarat Imagine, the importance of urban greening, trees and biodiversity to the community was evident. As a result, *Today Tomorrow Together: The Ballarat Strategy* provides a long-term vision for the future of Ballarat Strategy 2040 with a shared vision for Ballarat for a “Greener, more vibrant and connected Ballarat”. As a result, the city has now committed to:

- Initiative 5.8 - Plant more trees and work with the community to more than double Ballarat’s canopy coverage to 40%.
- Initiative 5.9 - Support the management and rehabilitation of a network of living corridors across Ballarat, to properly manage our natural values in urban and township areas

The Urban Forest Action Plan provides a framework in which to deliver these key initiatives and increase canopy cover from 17% (existing) to 40% by 2040.

Submissions

The draft Urban Forest Action Plan was released for community feedback from Friday 18 January 2019 to Monday 18 February 2019.

Sixty-seven (67) submissions were received from a range of special interest groups, individuals and community leaders. There was strong support for increased tree plantings with forty (40) respondents considering the increase in canopy cover to 40% by 2040 as the biggest priority for the Urban Forest Action Plan. Respondents also expressed an urgency to increase tree planting throughout the municipality and a desire for Council to act now rather than wait any longer.

Feedback focused on the following key points:

Increased tree planting

Feedback received outlined the need to increase the number of trees council plants per year to achieve our target and the need to undertake these plantings now. The final action plan advocates for an increased tree planting program, that balances best practice urban forest management with our existing resources.

Food Provision

Respondents expressed a desire to include food trees within public spaces and to educate the wider community on their benefits. The final action plan has incorporated a key objective for a food tree trial that aligns with the development of council's future food strategy.

Clear communication with Community

A common theme throughout feedback was the need for Council to better communicate its tree planting program with the wider Ballarat community. As a result, the final action plan has included a key objective to develop a suite of engagement tools to improve communication of current and projected tree planting programs.

Impacts on surrounding infrastructure

Comments received indicated a concern with the impact of powerlines on the growth and health of street trees planted underneath. This had been addressed through objectives that advocate for best practice urban forest management regarding tree maintenance activities and through considerations during species selection.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- *Local Government Act 1989*
- City of Ballarat Council Plan – 2017-2021
- Today, Tomorrow, Together- The Ballarat Strategy, Our Vision for 2040

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	Yes
Social/Cultural	Yes	Yes
Environmental/Sustainability	Yes	Yes
Economic	No	No
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	Yes	No
Evaluation and Review	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 Urban Forest Action Plan highlights the significant social benefits associated with increased tree plantings, particularly within areas of low socio-economic communities. The creation of an equitable urban forest is a key objective of the plan and will help to improve the overall wellbeing of the Ballarat community.

Environmental/Sustainability – A healthy, thriving Urban Forest provides multiple environmental benefits such as reduced air pollution, cooling through shade, wildlife habitat provision and stormwater retention. The plan advocates for an increase in tree canopy cover and subsequently an increase in environmental and sustainable benefits. The plan emphasises the need to maintain a healthy and resilient forest to maximise these benefits.

Financial/Resources – The Urban Forest Action Plan includes an implementation plan that provides an overview of key objectives, timeframes and outlines key responsibilities for stakeholders involved. It does not, however, prescribe specific costs.

Risk Management – The action plan advocates for the need to establish a complete tree inventory which includes tree health, age and useful life expectancy. This information will help identify and mitigate impacts from those trees most at risk of causing damage.

CONSULTATION

The development of the Urban Forest Action Plan involved substantial community consultation which included the following:

Our Living City Discussion Paper (2017)

Our Living City was released in March 2017 to prompt discussion with the community around managing our urban trees through a more holistic approach. It identified key challenges facing Ballarat's urban forest and highlighted nine key priorities to help guide development of the final action plan. Members of the Ballarat community were invited to participate in the engagement process through council's social media outlets, *MySay* on the city's webpage, written submissions and by contacting council officers directly. One hundred and fifty (150) people provided feedback on the discussion paper over the course of four weeks which helped to inform the development of the Draft Urban Forest Action Plan.

Draft Urban Forest Action Paper (2019)

The Draft Urban Forest Action Plan was released for public comment on Friday 18 January 2019 to Monday 18 February 2019, a total of four weeks. The draft provided an overview of feedback received through the discussion paper consultation. It set four key targets and six key objectives in implementing an Urban Forest management approach. Members of the Ballarat community were invited to participate in the engagement process through council's social media sources, *MySay* on the city's webpage, written submissions and by contacting council officers directly. Sixty- seven (67) people provided feedback in response to the Draft Urban Forest Action 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

- *Today Tomorrow Together: The Ballarat Strategy* (2015)
- *Our Living City- A Discussion Paper about greening Ballarat through an urban forest approach* (2017)
- *Draft Urban Forest Action Plan* (2019)

ATTACHMENTS

1. Urban Forest Action Plan FINAL March 2019 (Reduced) **[10.6.1]**

URBAN FOREST ACTION PLAN

MARCH 2019





CONTENTS

4 INTRODUCTION

5 WHAT YOU SAID

6 AT A GLANCE: KEY OBJECTIVES AND TARGETS

8 WHY PLAN FOR BALLARAT'S URBAN FOREST?

The integrated urban forest approach

10 PART A: WHAT WE KNOW ABOUT BALLARAT'S URBAN FOREST?

11 DATA IS THE FIRST KEY STEP

What type of data?

Canopy Cover

14 VALUING OUR URBAN FOREST

17 IMPACTS OF HEAT

19 MAINTAINING OUR FOREST

Creating a resilient forest

Overhead power infrastructure

21 PART B: IMPLEMENTATION PLAN

A holistic approach

INTRODUCTION

VISION:

A GREENER, MORE VIBRANT, CONNECTED BALLARAT WHERE TREES ARE VALUED AS A HIGH PRIORITY AND MANAGED THROUGH AN URBAN FOREST APPROACH THAT INCREASES CANOPY COVER TO MAXIMISE SOCIAL, ECOLOGICAL AND ECONOMIC BENEFITS

Ballarat’s urban trees play an important role in the future livability, resilience and sustainability of our city. Through their many benefits such as shading, stormwater interception and provision of habitat for wildlife, the hundreds of thousands of trees and associated vegetation across our urban area form Ballarat’s Urban Forest.

The Urban Forest Action Plan brings together community aspirations and existing policies and strategies in order to guide a new approach to protecting and enhancing Ballarat’s Urban Forest. The plan sets out key targets and objectives to manage and maintain a healthy, resilient and thriving Urban Forest.

THE STORY SO FAR

2015

In 2015, during Council’s largest community conversation, Ballarat Imagine, the importance of urban greening, trees and biodiversity to the community was evident. As a result, the Ballarat Strategy 2040 was developed with a shared vision for Ballarat for a “Greener, more vibrant and connected Ballarat”. The City has now committed to:

Initiative 5.8

Plant more trees and work with the community to more than double Ballarat’s canopy coverage to 40%

Initiative 5.9

Support the management and rehabilitation of a network of living corridors across Ballarat, to properly manage our natural values in urban and township areas

2017

In 2017 Council released the discussion papepr, *Our Living City* to prompt discussion with the community around managing our urban trees through a more holistic approach. It identified key challenges facing Ballarat’s urban forest and highlighted nine key priorities to help guide development of the draft action plan.

2019

In Janurary 2019, Council released the Draft Urban Forest Action Plan for public comment. The plan considered feedback receieved through the discussion paper consultation to identify four key targets and six key objectives in implementing an urban forest approach.

WHAT YOU SAID..

The Ballarat community were invited to provide feedback throughout the development of the Urban Forest Action Plan. In 2017, *Our Living City: A discussion paper about greening Ballarat as an Urban Forest* was released for public comment abd 2019 the Draft Urban Forest Action Plan was released.

This Urban Forest Action Plan is the result of those discussions and now provides a formal framework of actions that council and its partners need to

Detailed feedback from community members in response to the Urban Forest Discussion Paper and Draft Action Plan highlighted some common concerns and priorities that have been considered in developing a detailed urban forest planting and management program.

217

PEOPLE RESPONDED TO THE URBAN FOREST DISCUSSION PAPER AND DRAFT ACTION PLAN

Key themes that emerged through both consultation processes were:



BIODIVERSITY

The need to consider biodiversity, habitat pathways and conservation in the planning and overall principle of Ballarat’s Urban Forest.



FOOD PROVISION

A desire for food provision to be one of the benefits afforded by Ballarat’s Urban Forest either through food orchards or fruit trees in public spaces



FUNDING AND RESOURCING

A recognition that Council will need to provide adequate resourcing, skills and maintenance in managing the Urban Forest. There was a common perception that currently there is not enough.



THE IMPACT OF DEVELOPMENT

The impact of development on Ballarat’s Urban Forest: both protection of existing trees and provision of new trees in subdivisions



SPECIES SELECTION

Species selection: a range of factors will need to be considered when selecting species for certain locations such as heritage values, landscape characters, the role of native species, a recognition that certain species exacerbate allergies and that species planted now must be resilient in the face of changing climates.



EQUITABLE PLANTING

A targeted approach to tree planting that encompasses all subrubs across Ballarat and idnetifies areas most in need of canopy cover.



COMMUNITY CONSULTATION

Clear communication and demonstration of tree planting being undertaken across Ballarat.

AT A GLANCE

KEY TARGETS

ESTABLISH A COMPREHENSIVE TREE INVENTORY FOR MEASUREMENT AND MANAGEMENT

INCREASE CANOPY COVER FROM OUR EXISTING 17% TO 40% BY 2040

ACHIEVE AN INCREASE OF 2 HECTARES (20,000M2) OF GREEN SPACE IN THE CBD

DEVELOP TREE PRECINCT PLANS FOR PRIORITY AREAS OF SOCIAL VULNERABILITY

KEY OBJECTIVES

1 UNDERSTANDING OUR URBAN FOREST

Collect a full, clean and consistent set of data to establish a thorough understanding of the state of our existing urban forest

2 DELIVER A BEST PRACTICE URBAN FOREST MANAGEMENT PROGRAM

Improve existing resources, maintenance, reporting, technical guidelines

3 MORE GREEN FOR MORE BENEFIT

Prioritise increasing public canopy cover in areas of need and integrate planning with infrastructure

4 ENHANCE BIODIVERSITY

Prioritise the planting and restoration of urban habitat and living corridors

5 STRENGTHEN BALLARAT'S URBAN CHARACTER

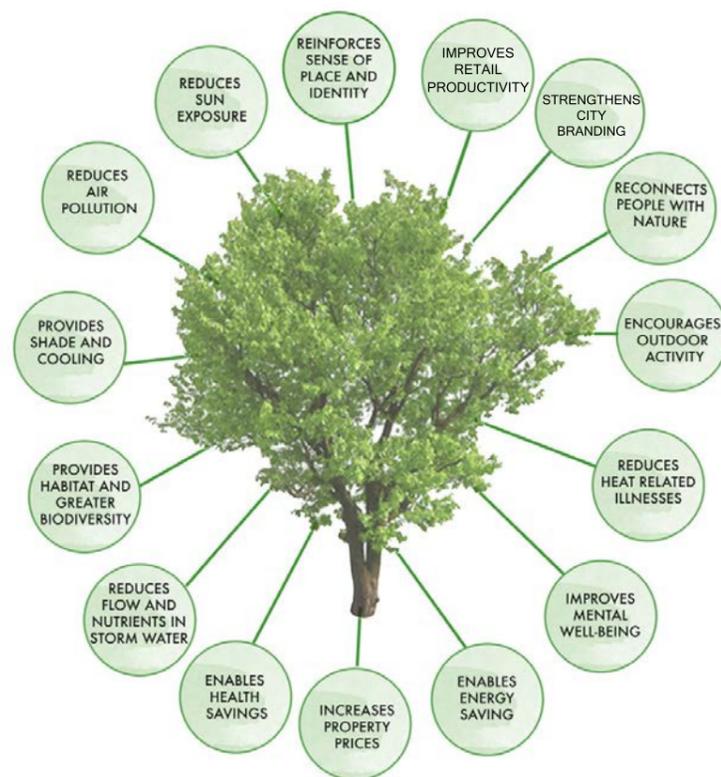
Enhance landscape, neighbourhood and heritage characters through provision of street trees and greening

6 EMPOWER AND SHARE

Educate, engage and involve the Ballarat community in acting as stewards for the Urban Forest and work with other landholders to embed urban forest objectives into their planning



WHY PLAN FOR BALLARAT'S URBAN FOREST?



Ballarat's trees form the basis of our future Urban Forest. The Urban Forest is the sum of all urban vegetation across both private and public land. This includes parks, gardens, streets, roadsides, private yards, creek corridors, wetlands and recreation spaces.

However, ownership and therefore management of these various components of the Urban Forest is different. Council has management control over street and park trees, some trees are owned by other government agencies like VicRoads, VicTrack and Department of Education, others are owned by residential householders. Therefore, by having a shared overarching vision and a common set of goals for the Urban Forest, everyone can share responsibility for its stewardship and work together to help protect and enhance it.

Ballarat's Urban Forest delivers a range of diverse and much needed benefits to the urban environment. (Figure 1) The healthier and more resilient the trees and the broader the tree canopy, the greater the benefits provided.

Whilst all trees, large, small, native, exotic and indigenous, play a key role in the livability of Ballarat, it is worth noting that large, broad canopied trees can deliver 60-70 times the benefits of small trees (Nowak, 2009) such as air pollution amelioration, stormwater interception and shade provision.

“The healthier and more resilient the trees and the broader the tree canopy, the greater the benefits provided,,

Figure 1: Benefits of Trees (Adapted from Mullaney et al, 2015, Plant 2016, Pandit 2013, Norton et al, 2013)

THE INTEGRATED URBAN FOREST APPROACH

By understanding the broad range of benefits offered by Ballarat's Urban Forest, stronger links between urban tree management and other broader Council and community priorities can be made. These links can provide a strong business case to invest in Urban Forest planning and management.

The benefits of an integrated Urban Forest include:

- Through its ability to cool the landscape and intercept stormwater, the Urban Forest helps Ballarat adapt to climate change and supports a transition to an integrated water management approach
- Through the equitable distribution of shade and amenity, the urban forest improves overall health and wellbeing within the community and is an important tool in encouraging active transport such as walking and cycling
- Key locations for native and indigenous tree species to provide habitat, food and movement corridors for Ballarat's wildlife
- Through the diversity of species and canopy structure, the Urban Forest contributes significantly to neighbourhood character, whether it be heritage, suburban or commercial types of character
- A well-managed Urban Forest also demonstrates good asset management, leadership and forward thinking

The City of Ballarat, other regional agencies and community groups have a range of existing priorities which can be influenced by a healthy, resilient Urban Forest.

These include:

1. Community Health and Wellbeing: providing healthy and sustainable environments
2. Active and integrated transport: encouraging cycling and walking by increasing shade
3. Biodiversity: Planning scheme requirements and policies
4. Integrated Water Management: planning for water and vegetation together
5. Climate Change adaptation: cooling, interception of stormwater
6. Environmental Sustainability: enhancing biodiversity and creating healthy land and waterways
7. Residential development: quality housing form and surrounding landscapes, diversity and equity in communities through prioritising the planting of trees in areas of need
8. Heritage landscapes: enhancing heritage values with appropriate vegetation
9. Major infrastructure works and asset renewals: innovation, integrated planning, leveraging of budgets

The City of Ballarat recognises that the Urban Forest is a key asset for the future of our City. The Urban Forest must be included in the planning and implementation of works and programs across a range of departments and agencies. Further to this, a shared and overarching vision is needed to ensure everyone is working towards the same goals



PART A WHAT WE KNOW ABOUT BALLARAT'S URBAN FOREST

DATA IS THE FIRST KEY STEP



Above: A zoomed in image of the interactive public Urban Forest map

The City of Ballarat manages approximately 100,000 -120,000 trees across the streets, parks and waterways. Council has spatially mapped the location of 66,000 street and park trees which can be viewed in Ballarat's interactive Urban Forest map on the City of Ballarat's website.

Council has already set an ambitious target of reaching 40% canopy cover by 2040. To meet this target, Council will first need to understand the qualitative and quantitative information relating to the existing tree stock; the potential of the existing Urban Forest to grow and the sites and opportunities for new trees to be planted.

Unfortunately, the existing information recorded for these public trees is either missing, inconsistent or sometimes out of date, making analysis of the structure of the public Urban Forest difficult.

A comprehensive tree inventory will help to inform what level of funding and resources are required to manage the existing Urban Forest to its greatest potential, risk mitigation and for planting additional trees and maintaining them. To build a strong business case, the tree data can also be used to calculate dollar values for each tree to include amenity, structural and environmental values delivered by Ballarat's public trees.

Ballarat will therefore require:

- A full tree inventory of its street and park trees including details of each tree: species, age, health, structure, useful life expectancy, size (height, trunk width, canopy width) as a minimum
- An understanding of the number and location of vacant tree planting sites
- Data to inform the development of living corridors: e.g. biodiversity surveys, corridor opportunities, existing revegetation projects.

WHAT TYPE OF DATA?

TREE SIZE

Tree height and spread plays an important role in contributing to the urban forest's canopy cover. Simply put, the larger the tree the greater its canopy cover. The benefits of larger trees are that they:

- Create better shade to buildings as they are taller and can cast shadow over roofs and walls of buildings
- Provide maximum carbon sequestration
- Intercept larger amounts of particulate pollutants and rainfall due to significantly larger leaf areas
- Absorb more gaseous pollutants
- Can provide greater canopy cover with potentially less intrusion at the ground from stems, trunks and lower branches.

SPECIES

The urban forest by its nature can be very vulnerable and at serious risk from pests, diseases and changes in climate.

Creating a forest with a wider range of tree species helps us to increase the resilience of the urban forest by mitigating the potential impact from changes in climate (heat, rainfall & storm events) and any new pest or disease incursion, ensuring any canopy cover loss from such events are minimised to manageable levels. Recording species data for existing trees will allow us to better plan our tree planting programs and ensure a diverse range of species is planted. Creating species diversity can also assist in improving the variety and abundance of native plants and animals.

TREE CONDITION

A large proportion of Ballarat's trees are reaching the end of their lifespan in many of the City's older parks and streetscapes. Specific aged-tree management practices and/or timely replacement are critical to mitigating risk and maintaining canopy cover in these areas. Identification of areas where the age risk is high will help direct future tree planting programs.

There are four forms of data collected in relation to tree condition:

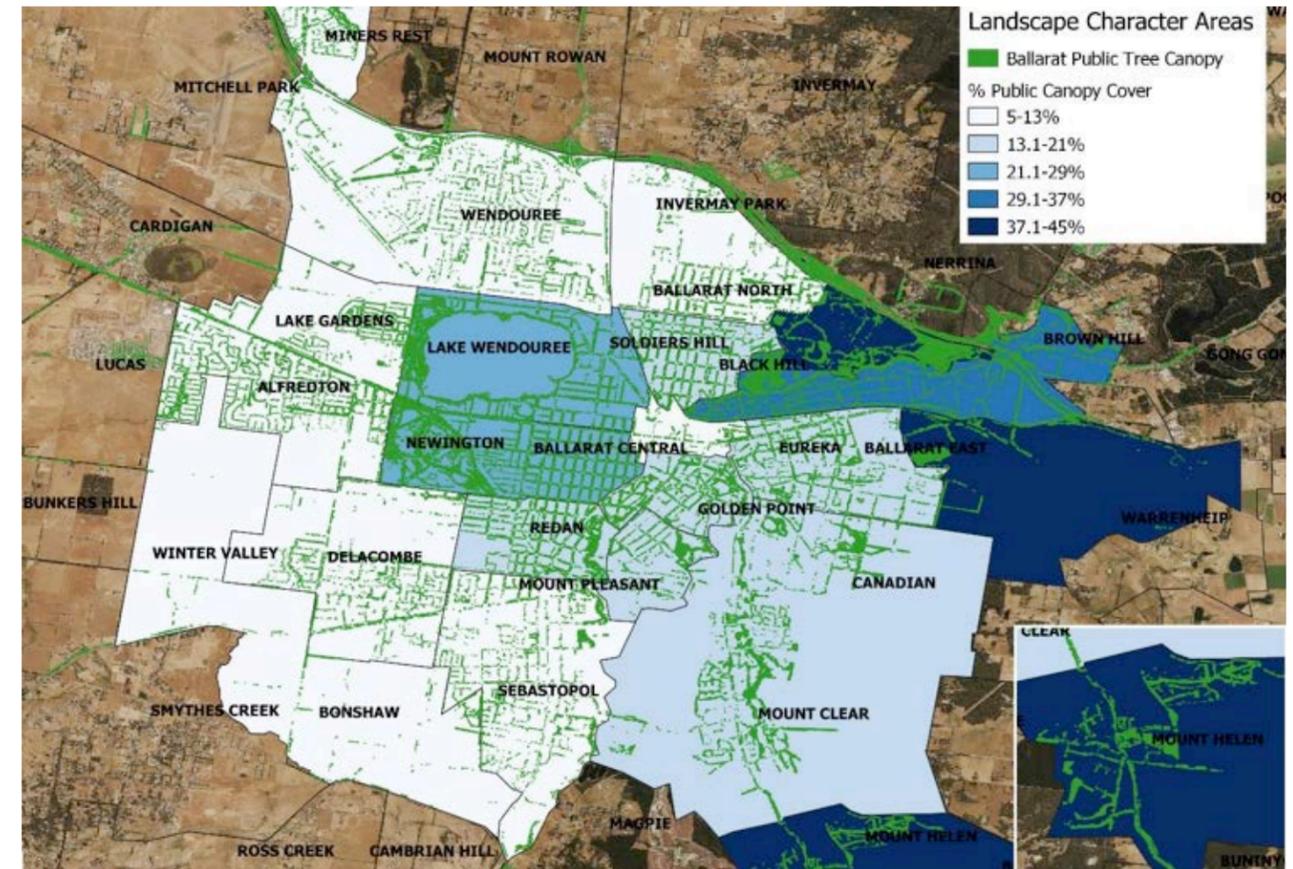
1. Health (Excellent, Good, Fair, Poor, Dead)
2. Structure (Excellent, Good, Fair, Poor)
3. Age Class (Decline, Mature, Semi-mature and Young)
4. Useful Life Expectancy (<5 Years, 5-15 Years, 15-40 Years and >40Years).

Health and Structure are measures of the viability and growth potential of individual trees and a strong indicator of future canopy cover and risk potential.

The Useful Life Expectancy (ULE) is an estimation of the number of years a tree is able to continue to grow well within a landscape.

A key objective in creating a sustainable urban forest is to ensure a spread of age classes. Too many trees becoming senescent at the same time means a large number of tree removals, gaps in streetscapes and parks.

By maintaining a mixture of age classes, maintenance costs and tree removal and replacement will be ongoing. This spreads the financial costs evenly as well as lessens the overall visual impacts. Importantly a mixture of age classes ensures the overall benefits provided by the urban forest are maintained over time, across the City.



Public canopy cover across Ballarat

CANOPY COVER

Canopy cover is a common and useful measure of the urban forest. It can be measured at municipal scale, suburb level and even street or lot scale. Optimum canopy cover for a city depends on various factors e.g. climate, urban density, topography and governance. Targets should therefore be made based on individual town or city needs and opportunities (McPherson and Nowak, American Forests Science Advisory Board, 2018).

City of Ballarat's urban tree canopy cover was measured in 2014 at 17% (Jacobs et al). This is the extent of all tree canopy cover for the municipality of Ballarat. Whilst this figure is of interest, it does not consider specific areas where canopy is low or high.

Therefore, further detailed analysis of Ballarat's public urban tree canopy was undertaken in 2017. It measured individual canopies within road reserves and in parks and open space as shown above. The image highlights that public realm canopy cover is lowest i.e. between 8% and 13% in Sebastapol, Wendouree, Delacombe, Alfredton, Ballarat North and in the CBD.

“ City of Ballarat’s urban tree canopy cover was measured in 2014 at 17% „

VALUING OUR URBAN FOREST

The Urban Forest is valuable from a range of perspectives. With appropriate base data, Ballarat's urban trees could be assessed to determine their monetary value and their environmental values.

MONETARY VALUE:

Using a US based valuation tool called i-Tree Eco, one of the Algerian Oak's in Sturt Street Gardens was measured to demonstrate the tool at work.

Using i - Tree Eco the value of the Algerian Oak results were as below:

- Structural value \$36,300
- Carbon stored: 4 metric tons worth \$100
- 69 kgs of carbon sequestered per year
- 87 kgs of Oxygen produced per year
- 2m³ of stormwater intercepted each year
- Combined environmental value of approximately \$10/yr



Above: The Algerian Oak in Sturt Street which has been valued through i-tree eco at \$36,000

Based on the above information, the City of Ballarat's Urban Forest (120,000 trees) is conservatively estimated at

\$387m

HOW DO WE COMPARE?

When considering the value of all 120,000 public trees together, Council looks after tree assets worth tens of millions of dollars returning over \$1, 200, 000 in environmental benefits to the community each year.

Comparing similar local councils who have already valued their Urban Forest we can gain an understanding of the potential structural value of our Urban Forest.

- Geelong 75,000 street and 45,000 park trees = \$350m
- Dandenong 55,000 street trees = \$180m
- Dubbo 38,000 street and park trees = \$211m
- Moreland 59,000 street and 70,000 park trees = \$270m



Above: The total value of the Algerian oak Tree in Sturt St is \$210, 630.88

AMENITY VALUE:

The Amenity Value Formula used by the City of Melbourne was derived from the formula (by Dr.Peter Yau, 1990) of the Maurer-Hoffman Formula. The basic monetary value of the tree was taken from the internationally accepted table of values devised by the American Council of Tree and Landscape Appraisers and the International Society of Arboriculture, which in the base year 1988 was \$US27 per square inch trunk basal area

This value is currently used within the City of Melbourne to provide a monetary value of a tree that is being removed and to be paid for by the developer/applicant.

CALCULATING AMENITY VALUE

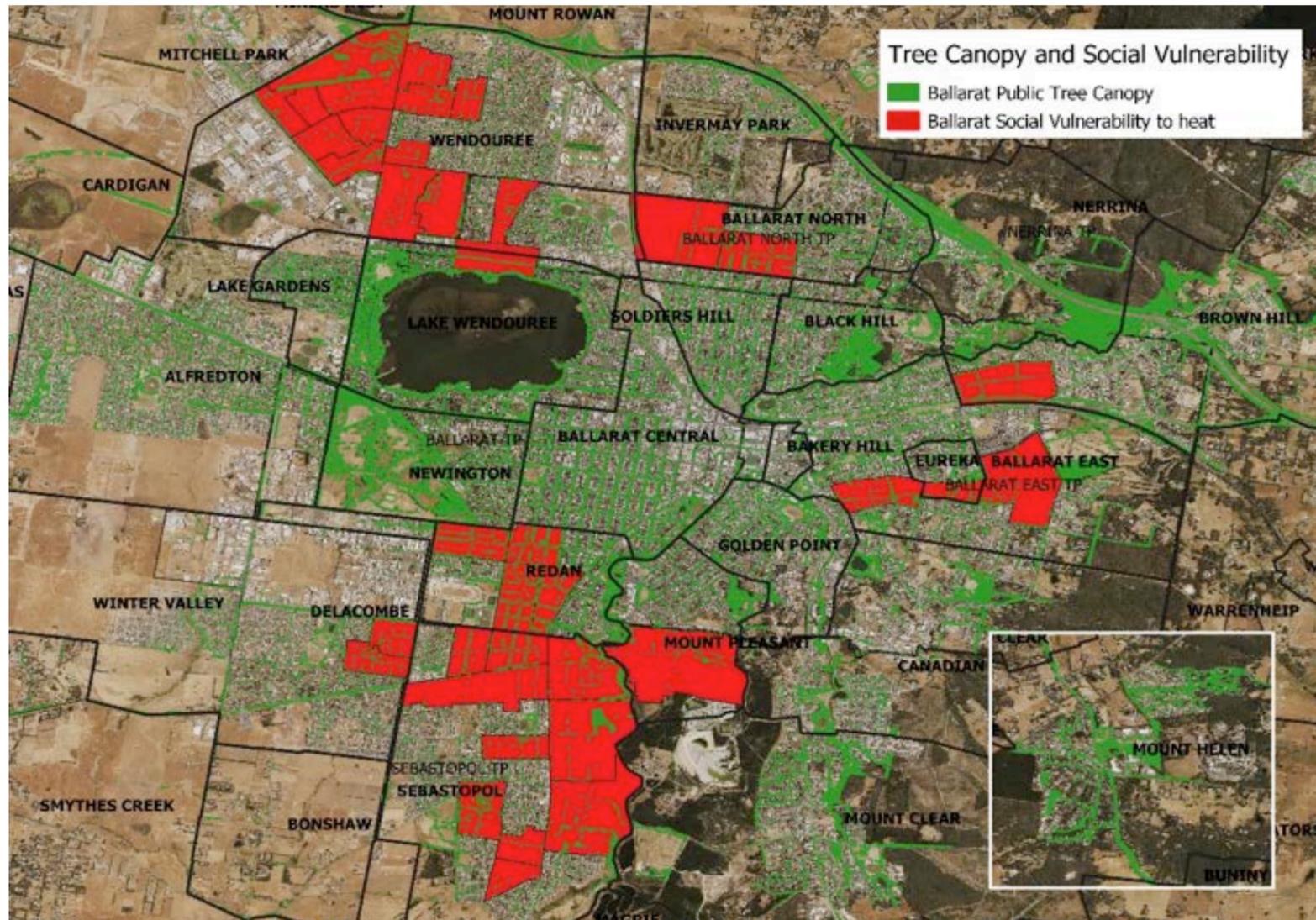
Value (V) = Basic Value (\$) x Species (S) x Aesthetics (A) x Locality (L) x Condition (C)

Valuation method if we applied to same Algerian Oak in Sturt Street calculates a value of \$174,330.88

Total Value Algerian Oak Sturt Street = Structural value \$36,300

+ Amenity Value \$174,330.88

Total: \$210,630.88



Above: A map comparing areas of social vulnerability to heat and public tree canopy cover across Ballarat



Above: Marigold St, Wendouree has very low levels of canopy cover



Right: What Marigold St could look like in 2040 with increased tree planting

IMPACTS OF HEAT

Heatwaves have been recognised as posing significant risks to human health and wellbeing, and climate change modelling shows us that these heatwaves are likely to occur more often (IPCC, 2012). However, a growing body of research and health statistics in Australia show that prolonged periods of days over 30 degrees, not just heatwaves, can have negative effects on our communities (Hughes et al, 2016) (Victorian State Government, 2018.) Victorian Government Health Statistics show that those over the age of 65 are one of the largest demographics negatively impacted by heat. Other groups are listed below.

There is a direct correlation between the amount of hard dark surfaces (roads, footpaths, dark roofs) and urban heat (Coseo and Larsen, 2014). It is not surprising therefore that the Urban Forest through its ability to shade, is one of the most cost effective and efficient mechanisms for reducing heat in our cities (ACEEE, 2014) (Norton et al, 2013). Understanding where these vulnerable communities are situated is an important first step in developing a targeted and effective tree planting program.

The Cool It Project, managed by the Central Victorian Greenhouse Alliance in 2018 mapped Ballarat's most vulnerable communities to impacts of heat. In the map to the left, the areas in red show where

“..the Urban Forest through its ability to shade, is one of the most cost effective and efficient mechanisms for reducing heat in our cities. „

there are multiple indicators of social vulnerability to heat. This was done using publicly available 2016 census data. Indicators include highest concentrations of:

- Children aged 0-4
- Older persons (over 65)
- Older persons living alone
- Those scoring below 900 on the SEIFA index of disadvantage (the most disadvantaged)
- Those not fluent in English
- Those who rent social housing

Of greatest interest is how these vulnerable communities correlate very closely with areas of low canopy cover: Sebastopol, Delacombe, Wendouree and Ballarat North. Additionally the CBD which is not considered socially vulnerable shows very low canopy cover. It contains high pedestrian intensity and therefore a very high risk of heat exposure to many people during the day.

Therefore, those that need the benefits of the Urban Forest the most in socially vulnerable areas and high activity areas do not have access to adequate shade.

MAINTAINING OUR URBAN FOREST

CREATING A RESILIENT FOREST

To achieve a healthy and thriving urban forest it is important to ensure there is a level of species diversity across the municipality. Selecting a range of species increases the resilience of the urban forest and its ability to combat the impacts of climate change, pest and diseases.

For instance, selecting species with broad canopy covers increases the amount of shade cast by the tree, helping to cool the surrounding landscape and reduce the effects of climate change. In addition the formality and mono-culture nature of tree plantings across Ballarat increases the risk of infestation or infection which could have devastating consequences on our urban tree populations. Creating a more species diverse urban forest minimises the risk of tree plantings being completely wiped out.

Again it is critical here that we obtain data of our existing species diversity so that our tree selection considers not only relevant site conditions but also surrounding vegetation.

OVERHEAD POWER INFRASTRUCTURE: BALANCING RISK WITH TREE PLANTING

One of the major infrastructure threats to the urban forest is the competition for space created by power lines. Overhead utilities can limit the available space for street tree planting and large volumes of canopy are periodically removed to provide clearances for overhead power lines. Ideally overhead power lines would be placed underground; the financial costs of such a program to the asset owner can be prohibitive without funding support.

Whilst potentially too expensive to implement right across Ballarat, it could be possible to identify key streets where electrical structures could be located underground to avoid restrictions. Such locations may include areas where trees play a significant role in the historic landscape or in areas with lower socio economic communities.

Crucial to any new tree plantings under powerlines will be ensuring the correct species is selected to minimise damage to surrounding infrastructure, such as footpaths, and to the tree itself. Road design and tree plantings should be integrated to maximise opportunities for trees to be located away from the powerlines and other infrastructure where possible.



Top: Water Street Ballarat , shows the impact of powerlines on tree growth.

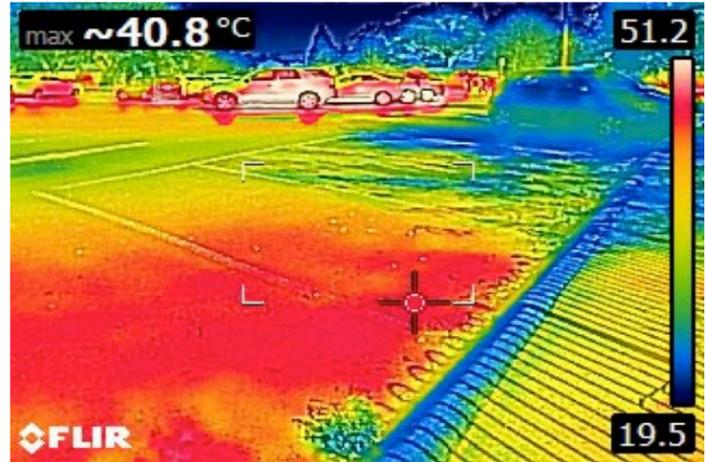


Above: A carpark in Vickers Street Sebastopol, servicing both elderly and young children. The map depicts the number of trees needed to increase canopy cover to 40%

The photographs on the right were taken in Ballarat on a hot day in early 2018. The thermal camera shows that surface temperatures for the exposed asphalt road are around 40 degrees. The asphalt shaded by tree canopy records lower surface temperatures between 20 and 25 degrees Celsius. Ballarat's trees have the capacity to cool surface temperatures on streets by up to 20 degrees.



Top Right: A carpark in Vickers Street Sebastopol on a hot day showing unshaded and shaded



Below Right: The same location using a thermal camera showing the 15-20 degree variation in surface temperatures between the shaded and unshaded asphalt

Where tree planting cannot be achieved, particularly in built up areas such as Ballarat's CBD, options to mitigate heat effects should include replacing hard surfaces with grass or low lying vegetation. Water Sensitive Urban Design should be included within these areas to add more cooling benefits.

PUBLIC TREE MANAGEMENT

Council currently plants approximately 1000 street and park trees a year and removes approximately 200-400 trees each year, providing a small net gain each year. However, to make in-roads into the vacant sites, Council will need to dramatically increase the number of trees planted per year but also allocate effective resources and budgets for ongoing maintenance. A comprehensive street and park tree inventory is required as a foundation for the Urban Forest in order to achieve these key targets and allocate resources.

Current tree management practice includes:

- Newly planted trees are provided with two years of establishment care such as watering and formative pruning
- Existing trees are managed on a routine inspection and maintenance program as guided by Council's Tree Management Plan
- Public trees are protected from development through planning permit conditions
- Public landscape outcomes, including the planting of streets trees in residential subdivisions are prescribed through Council's Infrastructure Design Manual (IDM). Council receives Developer Open Space Contributions from all residential subdivisions which directly ensures that there is adequate open space for future communities, including space for trees
- Currently, trees under powerlines are managed by the City of Ballarat Electrical Line Clearance Plan 2017/2018. Trees are inspected annually and pruned by contractors in accordance with the Plan

PRIVATE TREE MANAGEMENT

The number of trees and therefore canopy cover on land not owned or managed by Council is yet unknown. Other land not managed by Council includes:

- private residential property
- commercial and industrial land
- agricultural land
- waterways
- conservation reserves
- other authorities e.g. VicRoads, VicTrack, Department of Education etc.

Ballarat's Planning Scheme operates the legislation covering privately owned land. Currently, the mechanisms in place to protect private trees include:

1. Environmental Significance Overlay, Koala Overlay -ESO 5)
2. Vegetation Protection Overlays
3. Heritage Overlay

Given the paucity of data on private trees, it is unknown whether tree canopy over private property is increasing or decreasing over time. This information is required in order to develop appropriate actions to preserve existing tree stocks and encourage canopy cover on private land.



PART B IMPLEMENTATION PLAN

A HOLISTIC APPROACH

Considering key challenges facing the urban forest, community feedback and targets set, the following set of key actions have been developed in order to implement an urban forest approach.

Central to the success of implementing these key actions is ensuring that all departments, officers and managers involved are co-ordinated in their management approach. The below diagram depicts the departments involved with the management and growth of our urban forest and their associated roles in implementing an urban forest approach:



OBJECTIVE

1

UNDERSTANDING OUR URBAN FOREST

Collect a full, clean and consistent set of data to establish a thorough understanding of the state of our existing urban forest

ACTIONS:

- 1.1 Compile an Urban Ballarat Street and Park tree inventory, including vacant sites
- 1.2 Integrate tree inventory into Council's asset management system
- 1.3 Review management contracts for better planting, establishment, formative pruning and inspection performance-based outcomes
- 1.4 Using the tree inventory as a baseline, set in place procedures to update tree data on a regular basis to include tree works, new plantings and removed trees
- 1.5 Develop a 10-year proactive maintenance program based on results of inventory
- 1.6 Develop a business case for increased funding/resources to accommodate the 10-year planting plan using calculated tree amenity and environmental values from I-Tree Eco. Resources needed for inspections, pruning and maintenance

TIMEFRAME

Immediate

Ongoing

Ongoing

Ongoing

0-5 Years

Ongoing

OBJECTIVE

2 DELIVER A BEST PRACTICE URBAN FOREST MANAGEMENT PROGRAM

Improve existing resources, maintenance, reporting, technical guidelines

ACTIONS:

- 2.1** Develop a suite of technical guidelines for the ongoing management of Ballarat’s street and park trees, including water sensitive urban design, species selection matrix, Australian standards and best practice management protocols
- 2.2** Update and adopt Ballarat’s tree planting species list to account for resilience to climate change, viability in Ballarat’s climate and availability of stock
- 2.3** Develop a targeted 10-year street and park tree planting program to consider the following (see other actions below for preliminary work required to inform 10-year plan)
 - Areas of need: low canopy, heat, social vulnerability
 - Results from the Cool It Project
 - Biodiversity and Living Corridors
 - Water sensitive urban design
 - Landscape Character Assessments (2013)
 - Heritage plan 2017-2030
- 2.4** Ongoing consultation with the community regarding the 10-year planting plan
- 2.5** Review of Landscape Design Manual to include better tree protection based on Australian Standards
- 2.6** Review Exceptional Tree Register and its implementation, particularly its effectiveness in protecting trees and educating the community.
- 2.7** Review and update Landscape Guidelines for Development to include standard design specifications and typologies, tree protection measures and planting

TIMEFRAME

0-2 Years
0-2 Years
0-5 Years
Ongoing
Ongoing
Ongoing
2-5 Years

OBJECTIVE

3 MORE GREEN FOR MORE BENEFIT

Prioritise increasing public canopy in areas of need and integrate planning with infrastructure

ACTIONS:

- 3.1** Review and update Ballarat Water Sensitive Urban Design Guidelines 2011 to include trees and vegetation
- 3.2** Seek to encourage the innovative use of stormwater for tree planting, particularly in highly urbanised locations. Refer Ballarat Green Blue Plan
- 3.3** Develop a CBD urban greening plan to inform regeneration plan: street and park trees, green walls, green roofs, pocket parks, increased permeability. Integrate into asset renewal and capital works projects and 10-year planting program
- 3.4** Prioritise all streets across the Municipality in need of greater shade to inform 10-year planting plan: low canopy, social vulnerability to heat, high pedestrian areas, bike paths
- 3.5** Integrate the Urban Forest Action Plan as part of the design rationale for all new infrastructure projects and seek to retrofit other areas where possible eg. car parks, road ways, industrial areas
- 3.6** Implement a food tree trial planting in conjunction with the development of Ballarat's Food Strategy.
- 3.7** Ensure best practice urban forest management across all tree maintenance activities eg/ power-line clearance, pruning, tree planting, risk management

TIMEFRAME

2-5 Years
Ongoing
0-2 Years
0-5 Years
Ongoing
0-2 Years
Ongoing

OBJECTIVE

4 ENHANCE BIODIVERSITY

Prioritise the planting and restoration of urban habitat and living corridors

ACTIONS:

- 4.1** Spatially map opportunity sites for living corridors: criteria could include existing native vegetation, proximity to waterway/conservation reserve, width of road reserve to accommodate structural vegetation. This should inform 10-year planting plan above
- 4.2** Develop a Living Corridors 10-year plan (a subsection of the 10-year tree planting program) detailing locations and species to be planted to create habitat. Include responsibilities of other landholders
- 4.3** Explore the use of Citizen Science in acquiring biodiversity data for urban Ballarat. See City of Melbourne BioBlitz e.g. presence of certain species, opportunity sites, street nomination
- 4.4** Explore a program or develop guidelines to encourage residents to plant certain species of plants to enhance biodiversity within their own properties

TIMEFRAME
2-5 Years
2-5 Years
2-5 Years
Ongoing

OBJECTIVE

5 STRENGTHEN BALLARAT'S URBAN CHARACTER

Enhance landscape, neighbourhood and heritage characters through provision of street and greening

ACTIONS:

- 5.1** Review Our People Culture and Place: A plan to sustain Ballarat's heritage 2017-2030 to determine appropriate street and park tree outcomes in heritage areas to inform the 10-year planting plan
- 5.2** Prepare precinct planting plans that reflect urban character and provide for climate change robust species
- 5.3** Encourage initiatives that support planting on private land that reinforce and/or enhance neighbourhood character and the Urban Forest objectives and actions
- 5.4** Ensure the Urban Forest strategy is integrated across relevant strategic documents
- 5.5** Maintain the Exceptional Tree Register and consider formal protection measures

TIMEFRAME
0-5 Years
0-2 Years
Ongoing
Ongoing
Ongoing

OBJECTIVE

6

EMPOWER AND SHARE

Educate, engage and involve the Ballarat community in acting as stewards for the Urban Forest Work with other landholders to embed urban forest objectives into their planning

ACTIONS:

- 6.1** Strategic Planning: review existing and explore appropriate planning mechanisms for best possible protection of trees in the private realm. Structure Plans: Seek to include Urban Forest objectives in strategic planning stage and ensure checkpoints for delivery
- 6.2** Investigate a pilot project for a vegetation study to determine appropriate planning controls to ensure protection of vegetation with the view to rolling out city wide.
- 6.3** Developers: Identify early adopter/innovator developers to encourage a subdivision development with an Urban Forest planning approach
- 6.4** Asset renewal and capital works: Seek to include Urban Forest objectives in all projects and programs where possible. Coordinate an integrated asset planning working group or advisory group = infrastructure, water, urban greening outcomes
- 6.5** Community: develop a suite of engagement/education tools for use by the community to encourage active participation in its growth. Improve communication of current and projected tree planting programs. Examples include (but not limited to):
 - Update Council’s website with up to date Urban Forest approach
 - Continue to host and update Councils interactive Urban Forest canopy map
 - Resident notification postcards or letters for new street tree plantings
 - Community and school planting days
 - Gardens for wildlife brochures
- 6.6** Partner with and educate other land holders to improve Urban Forest outcomes on their land:
 - VicRoads: Identify entranceway and boulevards owned by VicRoads where canopy could be increased
 - Department of Education (shade tree planting in schools)
 - Central Highlands Water
 - CMA (planting along waterways)
 - Department of Health and Human Services (shade tree planting on public housing estates)
 - VicTrack

TIMEFRAME

2-3 Years

0-1 Year

Ongoing

Ongoing

Ongoing

Ongoing

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10.7. COUNCIL PLAN PROGRESS REPORT - QUARTER 2

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 October 2018 to December 2018 (Quarter 2).

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 Sebastopol Library and Community Hub project is complete. The library opened to the public on 2 January 2019 and feedback from the public has been extremely positive. The new hub offers a range of programs for all ages, including early years story times, digital hub programs, school holiday activities and adult activities. Program information is available from the library website - <https://centralhighlandslibraries.org.au>
- The Ballarat North Community Hub project has also been completed. Further identified works, such as car park and roof upgrades, will also be completed in coming months. User groups have provided positive feedback about the upgrades, with plans to host an open day in the near future to encourage new community members to join their activities.
- Brown Hill Community Hall project is finished. Additional improvements have been identified and will be carried out as budget allows over future financial years.
- Community engagement activities conducted include the Bakery Hill Master Plan, draft Community Engagement Strategy, draft Access and Inclusion Plan, Social Policy Framework and Wall Street Reserve in Sebastopol.

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 second 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?
Human Rights	Yes	No
Social/cultural	Yes	Yes
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	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 requires 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 2 2018 19 FINAL **[10.7.1]**



CITY OF BALLARAT
COUNCIL PLAN
Progress Report, Quarter 2 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.

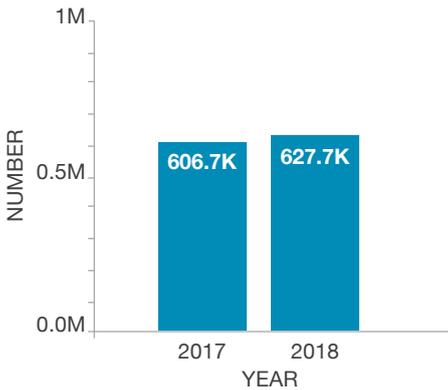
WHAT WE PLAN TO ACHIEVE

GOAL: LIVEABILITY

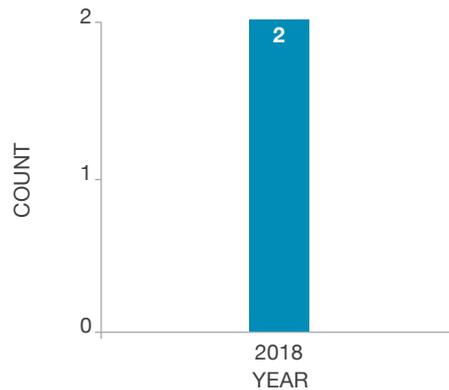
Improve our community's quality of life

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

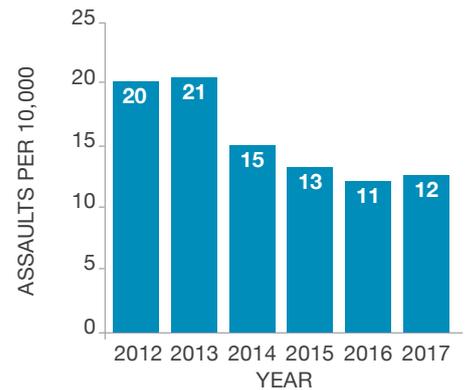
Number of attendees at aquatic facilities in the calendar year



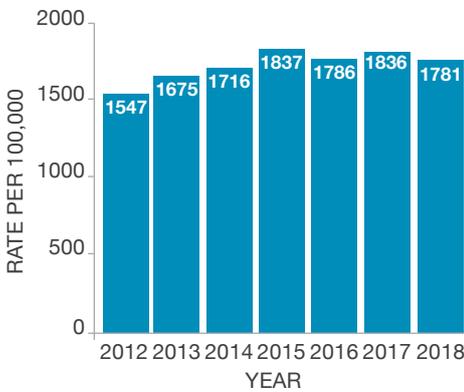
The number of pedestrian and cycling counters in the network collecting information



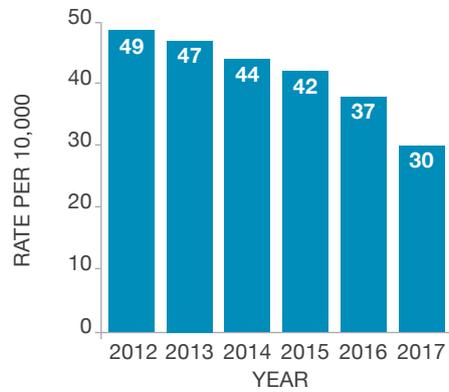
Assaults that occur in high alcohol hours



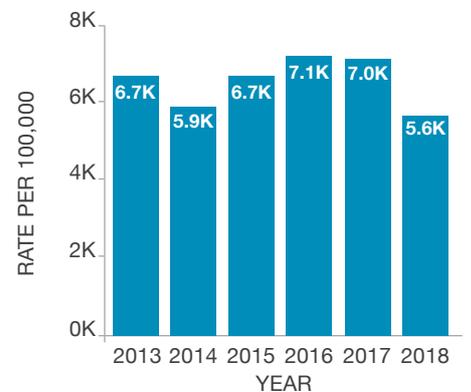
Rates of family violence



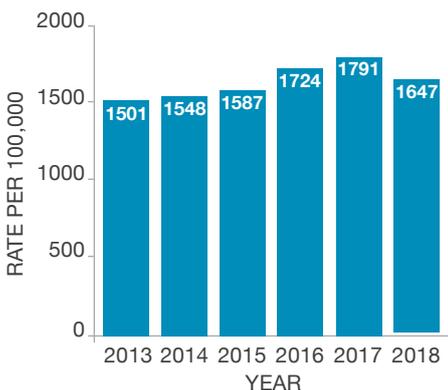
Rates of alcohol-related family violence incidents



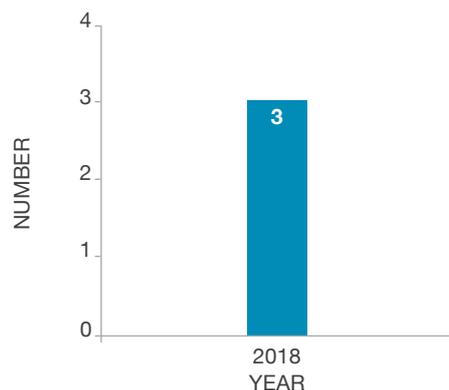
Rate of property and deception offences



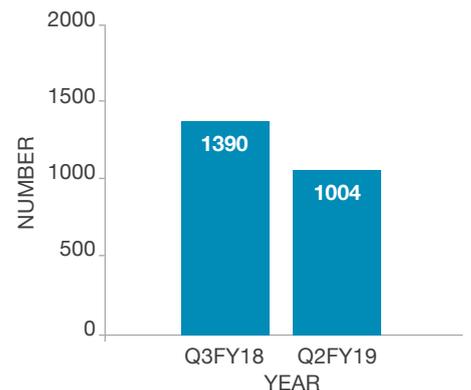
Rates of crime against the person



External Older Person Program providers partnered



Access statistics for the My Aged Care system



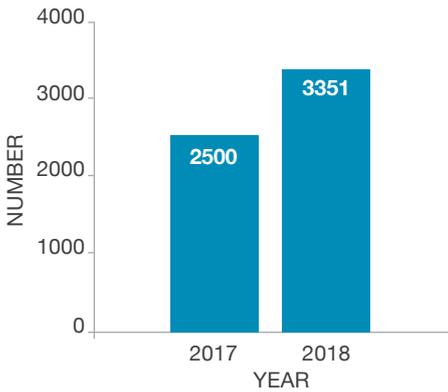
WHAT WE PLAN TO ACHIEVE

GOAL: LIVEABILITY

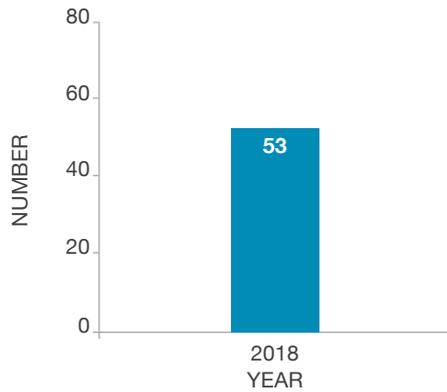
Improve our community's quality of life

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

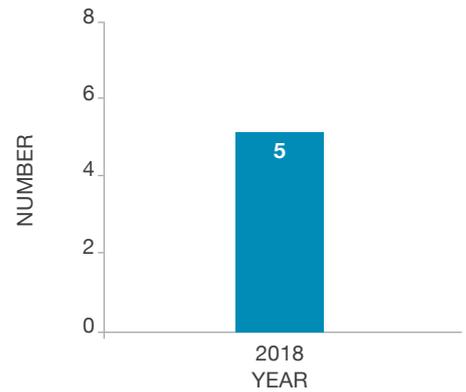
Attendance in specific events or programs in calendar year



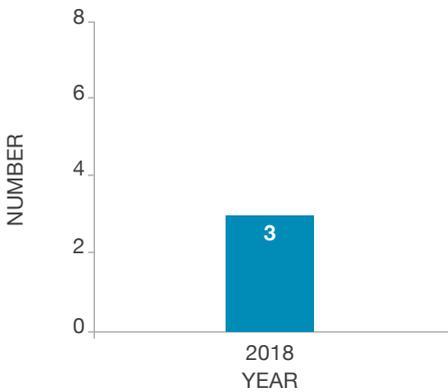
Number of community led projects implemented to strengthen the food system



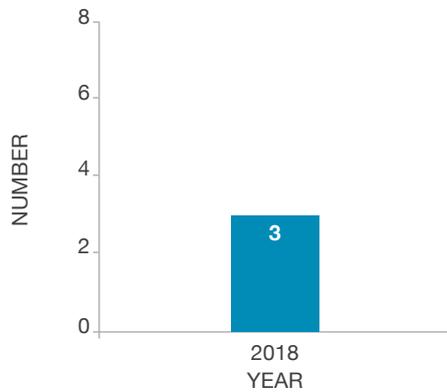
Number of local schools and workplaces registered for the Achievement Program and working towards benchmarks for improved mental health



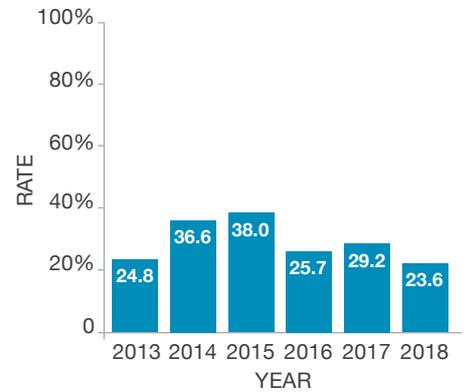
Number of organisations introducing healthy catering policies through the Achievement Program



Number of local organisations registered for the Achievement Program and working towards physical activity benchmarks



Participation rate for the Walk to School Program



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 	\$7 million Victorian Government funding commitment announced for Wendouree Recreation Reserve Renewal Project during 2018 state election.
Increase community participation through the Social Infrastructure Program implementation, including Ballarat North Community Hub projects	Ballarat North Community Hub project complete	Complete 	Planned upgrade has been completed and user groups have returned, providing positive feedback. Further identified works, such as car park and roof upgrades, will be completed in coming months. An upcoming open day will encourage new community members to join in activities.
Increase community participation through the Social Infrastructure Program implementation, including Brown Hill Community Hall projects	Brown Hill Community Hall project complete	Complete 	Planned upgrade has been completed and user groups have returned. Additional improvements have been identified and will be carried out as budget allows over future financial years.
Increase community participation through the Social Infrastructure Program implementation, including Sebastopol Library and Community Hub projects	Sebastopol Library and Community Hub project complete	Complete 	The Sebastopol Library and Community Hub is complete, opening to the public on 2 January 2019. Feedback from the public since has been very positive.
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 	2018 state election commitments from both major parties have resulted in Miners Rest Community and Sports Facility funding being ensured. Planning will now be undertaken, in conjunction with relevant state departments, to progress and deliver the project.
Increase community participation through the Social Infrastructure Program implementation, including Girrabanya Integrated Community Hub projects	Girrabanya Integrated Community Hub projects complete	In progress 	Four-year-old kindergarten has temporarily relocated into the new pod while construction is completed in the development's second stage.
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 planning 	Detailed planning for a MR Power Park playspace is currently scheduled. With further 2018 state election commitments to MR Power Park, further work is being planned to capitalise on this opportunity. Completion of detailed planning work is scheduled for end of March 2019.
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 	Master planning process for Wendouree Recreation Reserve Health and Wellbeing Precinct is underway with local community stakeholders.
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 	Engaging with targeted internal departments.



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop a learning city by delivering targeted programs and projects, including the Sebastopol Library and Community Hub construction	Sebastopol Library and Community Hub complete and operational	Complete 	Sebastopol Library and Community Hub construction was complete and the facility was opened on January The Sebastopol Library and Community Hub offers a range of programs for all ages. Programs on offer include early years story times, digital hub programs, school holiday activities and adult activities. Program information is available from the library website centralhighlandslibraries.org.au
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 	This ongoing work is carried out across all of the Council's libraries.
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 in process and due to be reported to Council in February/March 2019
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 	The Intercultural Services area has begun delivering the Intercultural Employment Pathways Program. Marketing and recruitment of targeted participants is ongoing for those seeking employment, education pathways and entrepreneurial opportunities. Council has been represented in various Intercultural Cities Network initiatives via DiverCities Network Australasia such as the Japan Local Government Forum on 7 December 2018 and the Australasia Coordinators Meeting on 23 January 2018.
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 Council libraries. Future work is currently underway to upgrade resources and technology for all libraries.
Develop a learning city by delivering targeted programs and projects, including Youth Entrepreneur programs	Youth Entrepreneur programs developed and delivered	In planning  130	No programs delivered through this quarter. Planning and mapping of youth entrepreneur programs for 2019 delivery is currently underway.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
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 	Right to the Night Women's Safety Project evaluation complete: working group established to work on recommendation. Wendouree West Recreation Reserve Safety Activation Project: final project evaluation in progress. Little Bridge Street Pocket Park Project: final project evaluation in progress. Wendouree West Safety Laneway Project: final project evaluation in progress. White Flat Recreation Reserve Safety Improvement Project Baseline Project: engagement underway during February.
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 	As part of the Central Highlands Prevention Lab, Council officers are working on collaborative projects to identify opportunities for regional councils to influence obesity rates and also the potential to progress a regional obesity business charter.
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 is currently being developed following community consultation. It is planned the draft will be presented to Council in March before further community consultation and then the document's finalisation.
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 Eastern Oval development's final stage is ground lighting upgrading to meet cricket match standards. Lighting design work is currently being reviewed. As a result of the project's first stages being completed, the first Women's Big Bash League match was played at the venue in December 2018.
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 	Significant progress is being made at the Ballarat Sports and Events Centre, with the external walls currently being erected. The wooden flooring has arrived on site and will be installed over coming weeks. The project remains on schedule for a mid-year completion.
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 	Works have begun on the White Flat Recreation Reserve change room and associated amenities refurbishment. The building has been cleared and plumbing works commenced. The project will deliver female friendly facilities and improved amenities for all user groups.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets, such as the Wendouree West Recreation Reserve Master Plan including Forest Rangers Soccer Club soccer pitch and lighting upgrade	Wendouree West Recreation Reserve Master Plan, including Forest Rangers Soccer Club soccer pitch and lighting upgrade project complete	In planning 	The Wendouree West Recreation Reserve will receive a \$7 million Victorian Government investment to re-develop the soccer pitches, community hub and associated infrastructure, with the aim of increasing community physical activity. More detailed planning will begin next financial year.

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 	Three separate projects are currently in progress or in planning for this area. Two Alfredton Recreation Reserve projects are currently underway, including an oval upgrade and bowls facility upgrade. Additional funding has been committed by the Victorian Government to complete major reserve facility upgrades.
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 	The Active Ballarat Strategy is well advanced and has included a broad consultation program across sport and non organised recreation groups throughout the community. Strategic responses to the issues and needs analysis are in the next stage of the final recommendations development. The strategy will be considered by Council for adoption this year.
Plan for sport participation over coming decades by reviewing the Ballarat Regional Tennis Strategy	Ballarat Regional Tennis Strategy reviewed	In progress 	Council recently upgraded eight Ballarat Regional Tennis Centre courts. Council continues to consult regularly with Tennis Victoria to help inform the Ballarat Regional Tennis Strategy stages.
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. Council continues to include the criterium development in its planning of Victoria Park sports and recreation facilities.



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
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 	Approximately 92 children were surveyed during Children's Week 2018. Information was requested in relation to the event, access to event information and transportation to the event.
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 	The Child Friendly Ballarat Advisory Committee auspiced the implementation of Children's Week 2018.
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 	Recognising gender equity as a key driver of violence against women is considered a primary prevention approach. To this end Council is implementing actions from the Gender Equity Action Plan which are internal actions influencing the workforce. Actions undertaken in this quarter include gaining Free from Violence grant funding to deliver the Step UP training opportunities for female staff and the Speak OUT active bystander training for all staff to call out everyday sexism in the workplace.
Develop our youths' capacity through a Positive Youth Development model by providing effective learning and development approaches to achieve successful outcomes for young people	Learning and development programs delivered	In progress 	Numerous learning and development programs delivered, including: <ul style="list-style-type: none"> • Environmental day in partnership with Conservation Volunteers • Various arts programs • Newly created 'Man Up' program to develop men's physical and mental health and wellbeing while also focusing on conversations linked to male stereotypes • Sonic Sisterhood to develop music industry pathways, specifically for young women • Event management and delivery of various events • Life skill programs of shopping on a budget to create delicious, healthy and nutritious meals



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
<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> 	<p>Various youth committees are taking leadership in the planning and delivery of events and initiatives, including:</p> <ul style="list-style-type: none"> • Annual Youth Awards • Council meeting presentation • Sonic Sisterhood • Box Wars • PopCon • Silent Disco • Ballarat Youth Services Network presentation • Youth Collective
<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> 	<p>Continuation of volunteer programs Youth Council and FReeZA. Events and initiatives delivered during this period included Youth Awards, Council meeting presentation, Ballarat Youth Services Network presentation, Sonic Sisterhood, Box Wars, PopCon, Silent Disco and Youth Collective.</p> <p>Recruitment for 2019 volunteer programs has also started for Youth Council and FReeZA. Broader volunteer opportunities during this period included members volunteering to create Extreme Heat Packs for homeless Ballarat residents in conjunction with Uniting Ballarat.</p> <p>Numerous young people linked to Council programs are also involved in the 2019 volunteer committee for the Rock the Block event that will be delivered by CMY.</p>
<p>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</p>	<p>Involvement of young people in planning, programs and initiatives</p>	<p>In progress</p> 	<p>Youth Development has assisted in the development of various partnerships and networking of various initiatives during this period including:</p> <ul style="list-style-type: none"> • Ballarat Youth Services Network presentation • Rock the Block • Youth Collective, a youth working group planned and delivered this event bringing together young people from the community to connect socially • Youth program members supported the partnership with Uniting Ballarat to create 'Extreme Heat Packs' for homeless Ballarat residents • 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



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
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 	Significant events promoting young people's achievements, talents and abilities were held during this period, including the Youth Awards. Youth Awards recognises the positive contributions of young people in our community across a variety of award categories. The Youth Awards had around 100 nominations and was supported through the sponsorship of various community agencies and businesses. The 2018 Youth Awards were attended by over 450 people. Other promotional activities during this period included events such as Box Wars, PopCon, Silent Disco and Sonic Sisterhood's 'Her Sound, Her Story' community events.
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 	Council is currently waiting for Reconciliation Australia to approve the latest Reconciliation Action Plan. This will be the city's third Reconciliation Action Plan. It is expected the plan will be put forward for Council endorsement in March/April 2019.
An increase in consultation with children	Attendance by children in consultation events or programs	In progress 	About 5,000 participants attended 49 events over the 10-day celebration. 92 surveys were completed at 12 events seeking children's and parents' views about the event, how they found out about the event and how they traveled to the event.

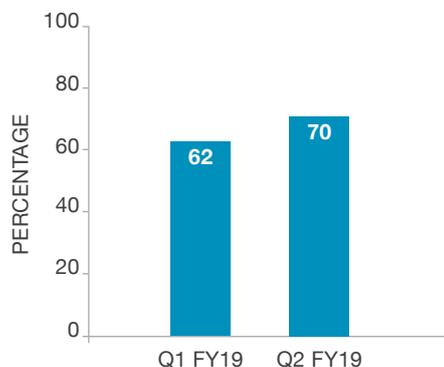
WHAT WE PLAN TO ACHIEVE

GOAL: PROSPERITY

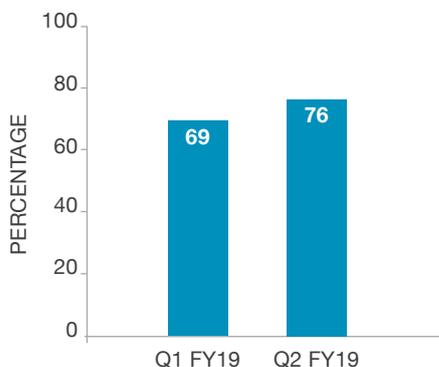
Advance our economic position as the capital of Western Victoria

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.

Vic Smart planning applications issued within 10 business days



Other planning applications issued within 60 days



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete Civic Hall Hub Precinct redevelopment	Civic Hall Hub Precinct redevelopment complete	In progress 	Stage 1 of the Civic Hall Hub Precinct is almost complete and planning is underway for an official opening. GovHub development has started and demolition works are underway.
Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs	Ballarat Economic Program implemented	In progress 	A number of Ballarat Economic Program initiatives continue to progress. Outcomes specific to this quarter include over 150 new jobs announced at BWEZ, new Commerce Ballarat agreement that fosters partnerships to improve business outcomes and the Building Ballarat launch.
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 and Bridge Mall Urban Renewal Plan is underway. The first stage of consultation has been completed.
Generate CBD jobs by developing and implementing an Arts Precinct Master Plan	Arts Precinct Master Plan implemented	In progress 	The Arts Precinct Masterplan is one of two core elements of the Creative City Strategy, which is currently going through final public consultation stages. Following this, the strategy will be finalised and presented to Council for adoption.
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 Ballarat Events Strategy 2018 - 2028 was developed as a separate strategy to the Creative City Strategy, and is now complete and is currently being implemented. This will provide a framework for facilitating new events and festivals to Ballarat and to assist the decision for event funding.
Implement Ballarat Strategy headline actions, including Urban Forest Strategy	Council adoption of Urban Forest Strategy	In progress 	The draft Urban Forest Strategy was placed on public exhibition in January 2019. A final version is expected to be considered by Council mid-year.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Ballarat Long-term Growth Options Investigation Plan	Complete Ballarat Long-term Growth Options Investigation Plan	In progress 	The Long-term Growth Options Investigation Plan has been completed and will be presented to Council in early 2019.
Implement Ballarat Strategy headline actions, including the 10 Minute City (Cycling Action Plan)	10 Minute City (Cycling Action Plan) implemented	In progress 	Capital delivery of the Cycling Action Plan continues in partnership with VicRoads, including major funding by the Transport Accident Commission, focused on major CBD routes.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Miners Rest complete	In progress 	The draft Miners Rest Township Plan has been prepared and is currently being reviewed with the community and stakeholders.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Buninyong complete	In progress 	The Buninyong Township Plan is in progress. The first stage of community consultation has been completed.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Warrenheip complete	Not started 	Yet to commence.
Advance major projects, including Ballarat West Employment Zone future stages	Ballarat West Employment Zone future stages advanced	In progress 	Infrastructure works continue on the next stage of BWEZ.
Advance major projects, including Ballarat Freight Hub	Ballarat Freight Hub advanced	In progress 	Continuation of advocacy for additional funding for the project's rail component.
Advance major projects, including Ballarat Innovation Centre	Ballarat Innovation Centre advanced	In progress 	Currently working to secure a partner to deliver this project.
Advance major projects, including Waste to Energy Facility	Waste to Energy Facility advanced	In progress 	Council has entered into a Heads of Agreement with Malaysian Resources Corporation Berhad with the aim of advancing a Waste to Energy Facility in Ballarat.



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advance major projects, including Ballarat Aviation Emergency Services Hub	Ballarat Aviation Emergency Services Hub advanced	In planning 	The Ballarat Aviation Emergency Services Hub is part of Council's advocacy and lobbying efforts for state and federal funding.
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 Local Government Act, Council is meeting timelines in regards to budget adoption, Council Plan and the annual statement.
Advance major projects, including Latrobe Street renewal (current Ballarat Saleyards site)	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In progress 	The Latrobe Street Saleyards Precinct Urban Renewal Plan is currently being prepared. The first stage of community consultation has been completed.
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 underway with completion due in July 2019. The Victorian Government has committed \$10 million and the Council 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 	Through the successful application for a Victorian Government loan, a project to upgrade the Victoria Park soccer facilities and build a community hub is planned for 2021. A new trial skate facility to replace the Civic Hall skate park will be established this financial year.
Develop Ballarat as a leader in adaptive businesses capability, innovative manufacturing, arts and tourism	Number of industry stakeholder groups and economic development regional groups Council has representation with	In planning 	Council continues to be represented on a number of industry stakeholder groups, including AIG, Visit Ballarat, Commerce Ballarat and Committee for Ballarat.
Develop Ballarat as a digital transformation and ICT leader	Progress of Digital Strategy	In progress 	The Digital Strategy continues to progress. Key recent outcomes include the Better Approvals Project, making it easier for customers to apply online for all permits relating to starting a business and reducing the amount of applications customers need to apply for.



WHAT WE PLAN TO ACHIEVE

GOAL: SUSTAINABILITY

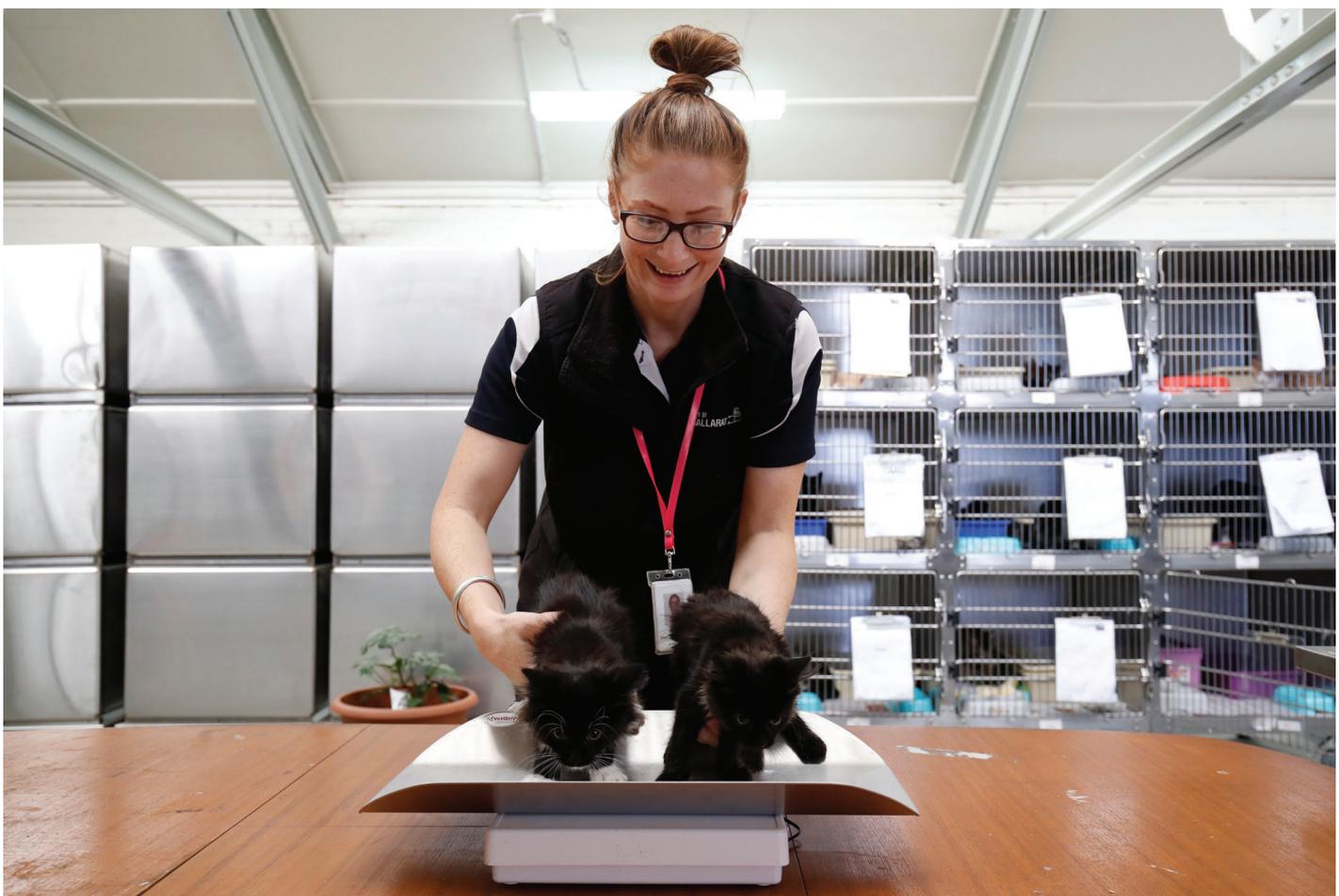
Protect, maintain and enhance our built and natural assets

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 planning 	Integrated Transport Plan 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	In planning 	Works are dependant on State Government funding. Extensive lobbying was carried out during the State 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.
Deliver Ballarat Strategy headline actions, including Waste to Energy project	Waste to Energy project delivered	In planning 	Council has entered into a Heads of Agreement with Malaysian Resources Corporation Berhad to deliver a Waste to Energy facility in Ballarat.
Deliver Ballarat Strategy headline actions, including a Ballarat Integrated Water Management Plan	Ballarat Integrated Water Management Plan delivered	In progress 	Focus has been on three priority projects: A completed business case for Ballarat North Class A Water supply network expansions, stormwater harvesting at Delacombe in the Ballarat West Urban Growth Area, and a Yarrowee River Master Plan refresh. A prospectus has been submitted to the Victorian Government and multiple funding avenues are being explored.
Deliver Ballarat Strategy headline actions, including Renewable Energy Action Plan initiatives	Renewable Energy Action Plan initiatives delivered	In progress 	A Waste to Energy proposal was received from Malaysian Resources Corporation Berhad. This has progressed to Council undertaking a proposal evaluation.
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 	Central Victorian Greenhouse Alliance Action Group partnership established.
Deliver a sustainable approach to environmental management by working with community stakeholders: Central Victorian Greenhouse Alliance Action Group	Catchment management and landcare groups partnerships established	In progress 	Catchment management and landcare groups partnerships established and meetings are in progress.
Deliver a sustainable approach to environmental management by working with community stakeholders: Clean Ballarat	Clean Ballarat partnership established	In progress 	A Clean Ballarat partnership has been established, terms of reference have been adopted by the committee and meetings are being held every quarter. An expression of interest to be sent for additional community members to join the committee.

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Deliver a sustainable approach to environmental management by working with community stakeholders: Regional Sustainability Alliance Ballarat	Regional Sustainability Alliance Ballarat partnership established	In progress 	Regional Sustainability Alliance Ballarat partnership established.
Develop a state-of-the-art animal shelter for Ballarat and the region	State-of-the-art animal shelter developed	In progress 	Significant lobbying program was undertaken during the election campaign with no real engagement from either side of politics, the feasibility study now being reviewed and further engagement with neighbouring municipalities to be explored to expand commercial partnerships after further Councillor briefing.
Develop and implement climate change adaptation initiatives with targets for emissions reductions	Climate change adaptation initiatives implemented	In progress 	Climate change adaptation initiatives implemented and further investigations being undertaken for funding opportunities.
Increase government funding for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	In progress 	Funding for bridge renewal program is ongoing with Franklin Bridge to be constructed in 2019. Federal Road to Recovery funding has recently been announced with generous increases in yearly allocation to 30 June 2024. State funding has been committed to the Charlesworth Street flood mitigation works for construction in 2019/20.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In progress 	Waterway enhancement program developed and targets being planned for delivery.



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 	Lobbying to the Victorian Government and Opposition continued up until the Election in November, with over \$230 million commitments and promises. The main focus now is on the 2019 Federal election, including planning for lobbying trip to Canberra and working with Ballarat. Now and Into the Future, Central Highlands Councils Victoria, and Regional Capitals Australia on Ballarat and key major regional projects.
Engage and communicate with our community and other stakeholders	Engagement activities conducted	Complete 	Recent engagement processes include Bakery Hill Masterplan, draft Community Engagement Strategy, draft Access and Inclusion Plan, Social Policy Framework and Wall Street Reserve in Sebastopol.
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 	We continue to advocate for the removal of regulatory burdens on local government from other tiers of government.
Continue to roll-out the Engaging Communities Program	Engaging Communities Program rolled out	Complete 	Two Engaging Communities Program stakeholder engagement sessions facilitated during the quarter. Engaging Communities Program funded project park redevelopment launch took place at Montgomery Street, Wendouree.
Implement the Digital Strategy, better utilise innovative online engagement tools and make our information and data accessible to our community and stakeholders	Digital Strategy implemented	In progress 	The Digital Strategy continues to be implemented. Recent projects undertaken include the Better Approvals Project, making it easier for our customers to apply for permits related to opening a business in the city. Community engagement continues on our MySay platform, with recent engagements including Bakery Hill and Bridge Mall Urban Renewal Project, and the Creative City Strategy.



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Investigate and deliver shared local government services within the region	Shared local government services delivered	In progress 	City of Ballarat along with CHCV member Councils submitted an Expression of Interest to the Rural Councils Transformation Program. This Expression of Interest was successful and will now progress to formal business case preparation with financial support from Victorian Government.
Review business operations to drive financial and service improvements	Financial and service improvements	In progress 	Service Profiles and Reviews for FY18/19 were finalised and presented to Council for review in December. A Service Review was conducted on Immunisation services.
Reduction in administrative, compliance and delay costs greater than the Victorian average (Source: Department of Treasury and Finance, Red Tape Reduction Program)	Improve efficiency of process and practices per department	In progress 	Council continues to review services and processes, reducing waste across the organisation. Recent projects such as the Better Approvals Project continue to reduce administrative processes and ensure customers are receiving efficient services.
Number of opportunities for the community to engage with the City of Ballarat and Council annually	Community engagement activities conducted	Complete 	Recent engagement process include Bakery Hill Master Plan, draft Community Engagement Strategy, draft Access and Inclusion Plan, Social Policy Framework and Wall Street Reserve in Sebastopol.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	Lobbying to the Victorian Government and Opposition continued up until the State Election in November, with over \$230 million commitments and promises. The main focus now is on the 2019 Federal election, including planning for lobbying trip to Canberra and working with Ballarat. Now and Into the Future, Central Highlands Councils Victoria, and Regional Capitals Australia on Ballarat and key major regional projects.





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143



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10.8. PLANNING POLICY FRAMEWORK

Division: Development and Planning
Director: Angelique Lush
Author/Position: Lisa Kendal – Manager Strategic Planning

OFFICER RECOMMENDATION

Council resolves to:

- 1. Rescind part 2 of Council Resolution R282/18 (3 October 2018) to request the Minister for Planning to prepare and approve a Planning Scheme Amendment to implement the new Planning Policy Framework into the Ballarat Planning Scheme under Section 20(4) of the *Planning and Environment Act 1987*.**
- 2. Request the Minister for Planning to Authorise a Planning Scheme Amendment to implement the new Planning Policy Framework into the Ballarat Planning Scheme under Section 19 of the *Planning and Environment Act 1987*, which includes public notice and exhibition.**

EXECUTIVE SUMMARY

The Victorian State Government gazetted Amendment VC148 on 31 July 2018. As part of this amendment all Councils are required to restructure its planning scheme in line with the revised Planning Policy Framework.

Council resolved at its meeting of 3 October 2018 to request that the Minister for Planning approve a Planning Scheme Amendment to implement the new Planning Policy Framework into the Ballarat Planning Scheme under section 20(4) of the *Planning and Environment Act 1987*. Section 20(4) enables the Minister to exempt an amendment from the notice requirements of the Act.

Whilst translation of the existing Scheme into the required Planning Policy Framework is generally policy neutral, the Strategic Planning Department now recommend that the amendment run through the standard process of public notification, under section 19 of the *Planning and Environment Act 1987*.

The Department of Environment, Land, Water and Planning advised in an email dated 30 November 2018 that it supported this approach.

RATIONALE

The restructure of the Ballarat Planning Scheme to comply with VC148 will impact on the existing State Planning Policy Framework, Local Planning Policy Framework and Municipal Strategic Statement, schedules to overlays and particular provisions of the Scheme. The amendment is designed to make planning schemes more accessible and transparent by removing duplication of policies often found within a Scheme and rationalising its layout.

The Strategic Planning Department, in undertaking the translation of the existing Scheme to the new format, has identified that the amendment will require minor changes, such as implementing detail into existing diagrams, deletion of redundant statements and rephrasing

of content. The process also provides Council with the opportunity to address identified anomalies within the Scheme.

A number of other strategic projects previously approved by Council to proceed to an Amendment will be bundled into the planning scheme amendment, including:

- Burrumbeet, Cardigan Village and Learmonth Township Plans
- Planning Scheme Anomalies.

Given the extent of change to the format of the Scheme, the editing of existing policies and maps, it is appropriate that an amendment with full public notification occur.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021
- *Planning and Environment Act 1987*
- Amendment VC148 requires all Councils to amend its planning scheme to reflect the new format planning scheme prescribed by this amendment.

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Right	Yes	Yes
Social/Cultural	Yes	Yes
Environmental/Sustainability	Yes	Yes
Economic	Yes	Yes
Financial/ Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	Yes	No
Evaluation and Review	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 - The review is expected to benefit the City of Ballarat in providing a clearer more accessible planning scheme.

Environmental/Sustainability – The review is expected to deliver positive environmental outcomes by ensuring those policies designed to protect valued environmental and landscape features and opportunities for environmentally sustainable design are clearly provided for in the Scheme.

Economic – The review will achieve economic benefits associated with improving strategic direction for future land use and development across Ballarat and updating and simplifying and clarifying policies in the current planning scheme.

Risk Management – The review removes duplication of policies within the Scheme and, in doing so, reduces opportunity for conflicting policies.

Financial/Resources - Funds for this review have already been allocated in this current year's budget.

CONSULTATION

VC148 requires all Councils to amend the format of the Scheme in line with the Planning Policy Framework. This amendment process is 'policy neutral'. Council has consulted with Council departments on the location of existing information within the Scheme.

This report recommends a process for progressing the Planning Scheme Amendment under Section 19 of the *Planning and Environment Act 1987*, which includes fully public notice and exhibition – allowing for community input and participation.

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

ATTACHMENTS

Nil

10.9. CONTRACTS SPECIAL COMMITTEE OF COUNCIL - 12 DECEMBER 2018 & 30 JANUARY 2019

Division: Director Business Services
Director: Glenn Kallio
Author/Position: Lorraine Sendall - Executive Assistant, Director Business Services

OFFICER RECOMMENDATION**Council resolves to:**

1. Note, as per the *Local Government Act 1989* Section 88(2) that this matter is designated confidential information under section 89(2) as Contractual Matters and has been considered in making this recommendation.
2. Endorse the Special Contracts Committee minutes of the meetings held on 12 December 2018 and 30 January 2019.

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with copies of minutes of Council's section 86 Special Contracts Committee in accordance with the *Local Government Act 1989*. At the meeting of these Committees held on 12 December 2018 and 30 January 2019, three Contracts were endorsed by the Committee and four variations to Contracts. This report provides a copy of the minutes of these meetings as well as detailing summary information in relation to this Contract.

RATIONALE

Section 92 of the *Local Government Act 1989* (the Act) requires that copies of minutes of meetings of the Special committees of Council are kept. Part 5 of the Act also lists minutes of section 86 Committees as a prescribed matter and therefore should be made available to the public. This report advises that minutes of the Special Contracts Committee (the Committee) are attached to this report for the meetings held on 12 December 2018 and 30 January 2019.

The Committee has been established to more effectively facilitate Council's Capital Works Program. To that end, the Committee has been established and will meet weekly, as required, in order to provide Council Officers with necessary decisions of Council to enable procurement processes to be completed.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- *Local Government Act 1989*
- City of Ballarat Council Plan 2017-21
- City of Ballarat Industry Participation Program
- City of Ballarat Purchasing/Procurement Policies and Procedures

LOCAL CONTENT

Contract	Awarded to	Value	Outcomes	Local Content Outcome
2017/18-261	Pitchcraft Pty Ltd	\$262,559.90 (excluding GST)	Irrigation and Drainage Construction Mt Clear Reserve Oval No 1	No
2017/18-148	Variation to Contract	\$623,485.62 (excluding GST)	Restoration of the Ballarat Civic Hall	Yes
2017/18-04	Variation to Contract	\$279,196.07 (excluding GST)	Sebastopol Library Redevelopment	Yes
2017/18-160	Variation to Contract	\$47,870.00 (excluding GST)	Ballarat North Community Centre	Yes
2018/19-87	Pitchcraft Pty Ltd	\$939,429.77 (excluding GST)	Design and Construction of Two Soccer Pitches at St Georges Reserve	No
2017/18-246	Variation to Contract	\$615,381.79 (excluding GST)	Her Majesty's Theatre Conservation Project	Yes
2018/19-91	Pipecon Pty Ltd	\$528,275.75 (excluding GST)	Reconstruction and Widening of Gracefield Road, Brown Hill	Yes

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/cultural	Yes	Yes
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	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 inclusion of the minutes in the Council agenda and their availability to the public will increase awareness of the activities of the Special Contracts Committee and could increase community involvement in decision making at Council.

Risk Management – The Action requires that minutes of Committees established under Section 86 are kept and are made available to the public. There are implications if minutes of Special Committees are not presented to Council.

Financial – As contained within the 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.

REFERENCE DOCUMENTS

- City of Ballarat Purchasing/Procurement Policy
- Contracts Approval Special Committee Terms of Reference

ATTACHMENTS

1. Contracts Minutes Wednesday 12 December 2018 **[10.9.1]**
2. Contracts Minutes Wednesday 30 January 2019 **[10.9.2]**



CONTRACTS SPECIAL COMMITTEE

MINUTES

12 December 2018

MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS COMMITTEE
OF THE BALLARAT CITY COUNCIL, HELD IN COMMITTEE ROOM 1,
TOWN HALL, STURT STREET, BALLARAT
ON WEDNESDAY 12 DECEMBER 2018 AT 4:30PM

Justine Linley
(Chief Executive Officer)

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Mark Harris (Chair)
Cr Grant Tillett

IN ATTENDANCE

Mr Glenn Kallio (Director Business Services)
Mr Mark Powell (Executive Manager Major Projects)

APOLOGIES

Cr Ben Taylor

RECOMMENDATION

That the apology from Cr Taylor be received.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

DECLARATIONS OF INTEREST

No declarations of interest were received.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 28th November, 2018 as circulated, be confirmed.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

SECTION 89 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 89(2) of the Local Government Act 1989, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

TABLE OF CONTENTS

	PAGE(S)
5.1 CONTRACT 2017/18-261 IRRIGATION AND DRAINAGE CONSTRUCTION MT CLEAR RESERVE OVAL NO 1 (RO ANGELIQUE LUSH / ROBERT POWELL)	4
5.2 CONTRACT 2017/18-148 RESTORATION OF THE BALLARAT CIVIC HALL: VARIATION REPORT (RO ANGELIQUE LUSH / MATTHEW DENT)	4
5.3 CONTRACT 2017/18-04 SEBASTOPOL LIBRARY REDEVELOPMENT: VARIATION REPORT (RO ANGELIQUE LUSH / ROBERT POWELL)	4
5.4 CONTRACT 2017/18-160 BALLARAT NORTH COMMUNITY CENTRE – VARIATION REPORT (RO ANGELIQUE LUSH / ROBERT POWELL)	5

**5.1 CONTRACT 2017/18-261
IRRIGATION AND DRAINAGE CONSTRUCTION MT CLEAR RESERVE OVAL NO 1
(RO – Angelique Lush / Robert Powell)**

SUMMARY

This report recommends that the Contracts Committee award a Contract for the for construction of Irrigation and Drainage at the Mount Clear Reserve No 1 Oval.

RESOLUTION

That the Contracts Approval Special Committee resolves to

- 1. Award Tender 2017/18-261 Irrigation and Drainage Construction Mt Clear Reserve Oval No 1 to Pitchcraft Pty Ltd for the total tendered price of \$262,559.90 (excluding GST).**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

**5.2 VARIATION TO CONTRACT 2017/18-148
RESTORATION OF THE BALLARAT CIVIC HALL
(RO – Angelique Lush / Matthew Dent)**

SUMMARY

This report recommends that the Contracts Committee award variations to Contract 2017/18-148 for the restoration of the Ballarat Civic Hall.

RESOLUTION

That the Contracts Approval Special Committee resolves to

- 1. Endorse the variations to Contract 2017/18-148 Restoration of Ballarat Civic Hall from project start to 29/11/2018, totalling \$623,485.62 (13.53% of contract value) (GST exclusive).**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

**5.3 VARIATION TO CONTRACT 2017/18-04
SEBASTOPOL LIBRARY DEVELOPMENT
(RO – Angelique Lush / Robert Powell)**

SUMMARY

This report recommends that the Contracts Committee award variations to Contract 2017/18-04 for the redevelopment of the Sebastopol Library.

RESOLUTION

That the Contracts Approval Special Committee resolves to

- 1. Endorse the variations to Contract 2017/18-04 Sebastopol Library Redevelopment totalling \$279,196.07 (13.18% of contract value) (GST exclusive).**

Moved Cr Mark Harris
Seconded Cr Grant Tillett

CARRIED

**5.4 VARIATION TO CONTRACT 2017/18-160
BALLARAT NORTH COMMUNITY CENTRE**
(RO – Angelique Lush / Robert Powell)

SUMMARY

This report recommends that the Contracts Committee award variations to Contract 2017/18-160 for the redevelopment of the Ballarat North Community Centre.

RESOLUTION

That the Contracts Approval Special Committee resolves to

- 1. Endorse the variations to Contract 2017/18-160 Redevelopment of the Ballarat North Community Centre from project start to 30 November, 2018 totalling \$47,870.00 (13.44% of contract value) (GST exclusive).**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

General Business:

No general business was discussed.

RESOLUTION

That the Contracts Approval Special Committee resolve to come out of Section 89 and adopt the resolutions made therein.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

There being no further business, the Chairperson declared the meeting closed at 4.36pm

Confirmed this 30th day of January, 2019

.....
Cr Mark Harris
Chairperson



CONTRACTS SPECIAL COMMITTEE

MINUTES

30 January 2019

MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS COMMITTEE
OF THE BALLARAT CITY COUNCIL, HELD IN COMMITTEE ROOM 1,
TOWN HALL, STURT STREET, BALLARAT
ON WEDNESDAY 30 JANUARY 2019 AT 4:30PM

Justine Linley
(Chief Executive Officer)

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Mark Harris (Chair)
Cr Grant Tillett

IN ATTENDANCE

Mr Glenn Kallio (Director Business Services)
Ms Angelique Lush (Director Development and Planning)

APOLOGIES

Cr Ben Taylor

RECOMMENDATION

That the apology from Cr Ben Taylor be received.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

DECLARATIONS OF INTEREST

No declarations of interest were received.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 12th December, 2018 as circulated, be confirmed.

Moved Cr Mark Harris
Seconded Cr Grant Tillett

CARRIED

SECTION 89 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 89(2) of the Local Government Act 1989, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Mark Harris
Seconded Cr Grant Tillett

CARRIED

TABLE OF CONTENTS

	PAGE(S)
5.1 CONTRACT 2018/19-87 DESIGN AND CONSTRUCTION OF TWO SOCCER PITCHES ST GEORGES RESERVE (RO ANGELIQUE LUSH / TRENT BURSILL)	4
5.2 CONTRACT 2017/18-246 HER MAJESTY'S THEATRE CONSERVATION PROJECT VARIATION REPORT (RO ANGELIQUE LUSH / ROBERT SIEMENSMA)	4
5.3 CONTRACT 2018/19-91 GRACEFIELD ROAD, BROWN HILL ROAD RECONSTRUCTION AND WIDENING (RO TERRY DEMEO / ROBIN HAND)	4

**5.1 CONTRACT 2018/19-87
DESIGN AND CONSTRUCTION OF TWO SOCCER PITCHES
ST GEORGES RESERVE**
(RO – Angelique Lush / Robert Powell)

SUMMARY

This report recommends that the Contracts Committee recommend to Council that it award a Contract for the for provision of the Design and Construction of two Soccer Pitches at St George’s Reserve, Vickers Street, Sebastopol.

RESOLUTION

That the Contracts Approval Special Committee recommend to Council that it

- 1. Award Tender 2018/19-87 for the provision of the Design and Construction of two (2) Soccer Pitches at St Georges Reserve, Vickers Street, Sebastopol with Pitchcraft Pty Ltd for the total tendered price of \$939,428.77 (excluding GST); \$1,033,371.65 (including GST).**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

**5.2 CONTRACT 2017/18-246
HER MAJESTY’S THEATRE CONSERVATION PROJECT VARIATION REPORT**
(RO – Angelique Lush / Robert Siemensma)

SUMMARY

This report recommends that the Contracts Committee award variations to Contract 2017/18-246 for the conservation project for Her Majesty’s Theatre.

RESOLUTION

That the Contracts Approval Special Committee resolves to

- 1. Endorse the variations to Contract 2017/18-246 Her Majesty’s Theatre Conservation Project from start to 18/12/2018, totalling \$615,381.79 (18.17% of contract value) (GST exclusive).**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

**5.3 TENDER 2018/19-91 GRACEFIELD ROAD, BROWN HILL ROAD
RECONSTRUCTION AND WIDENING**
(RO – Terry Demeo / Robin Hand)

SUMMARY

This report recommends that the Contracts Committee award a Contract for the reconstruction and widening of Gracefield Road, Brown Hill.

RESOLUTION

That the Contracts Approval Special Committee resolves to

- 1. Award Tender 2018/19-91 Gracefield Road, Brown Hill Road Reconstruction and widening to Pipecon Pty Ltd for the total tendered price of \$528,275.75 (excluding GST).**

Moved Cr Mark Harris
Seconded Cr Grant Tillett

CARRIED

General Business:

No general business was discussed.

RESOLUTION

That the Contracts Approval Special Committee resolve to come out of Section 89 and adopt the resolutions made therein.

Moved Cr Mark Harris
Seconded Cr Grant Tillett

CARRIED

There being no further business, the Chairperson declared the meeting closed at 4:41pm

Confirmed this day of , 2019

.....
**Cr Mark Harris
Chairperson**

10.10. OUTSTANDING QUESTION TIME ITEMS

Division: Business Services
Director: Glenn Kallio
Author/Position: Sarah Anstis -Administration Officer Statutory Compliance

OFFICER RECOMMENDATION

That Council endorses the Outstanding Question Time report.

EXECUTIVE SUMMARY

This report provides Council with an update of responses to questions taken on notice and outstanding unanswered questions from Council Question Time.

As at 20 February 2019, there are no outstanding questions.

RATIONALE

The City of Ballarat Meeting Procedure Local Law calls for a standard agenda item at each Council Meeting that reflects unanswered questions from Public Question Time. As at 20 February 2019, there are no outstanding questions.

LEGISLATION, COUNCIL PLAN, STRATEGY AND POLICY IMPLICATIONS

- Meeting Procedure Local Law

OFFICERS DECLARATION OF INTERESTS

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

ATTACHMENTS

Nil

11. NOTICE OF MOTION

Nil

12. URGENT BUSINESS

13. SECTION 89 (IN CAMERA)

10.3 SOCIAL ENTERPRISE GRANT APPLICATION - BALLARAT EVOLVE

Division: Development and Planning
Director: Angelique Lush
Author/Position: Helen Arnts - Business Engagement Officer

(Contractual matters)

10.9 CONTRACTS SPECIAL COMMITTEE OF COUNCIL - 12 DECEMBER 2018 AND 30 JANUARY 2019

Division: Business Services
Director: Glenn Kallio
Author/Position: Lorraine Sendall – Executive Assistant Director Business Services

(Confidential report designated under the Local Government Act 1989 section 77(2)(b))

13.1 CEO PERFORMANCE REVIEW COMMITTEE

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

(Contractual matters)

13.2 TENDER 2018/19-118 GILLIES ROAD ROUNDABOUT

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Robin Hand – Contracts Administration Officer

(Contractual matters)

13.3 TENDER 2018/19-115 BALLYMANUS CENTRAL PARK

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Robin Hand – Contracts Administration Officer

(Contractual matters)

13.4 ARTS PROJECT

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

(Contractual matters)

14. CLOSE