



Ordinary Council Meeting

4 July 2018

Council Chamber, Town Hall, Sturt Street, Ballarat

AGENDA

Public Copy

NOTICE IS HEREBY GIVEN THAT A MEETING OF BALLARAT CITY COUNCIL WILL BE HELD IN THE COUNCIL CHAMBER, TOWN HALL, STURT STREET, BALLARAT ON WEDNESDAY 4 JULY 2018 AT 7:00PM.

AGENDA

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The next Ordinary Meeting of the Ballarat City Council will be held on Wednesday 1 August 2018.

1. OPENING DECLARATION

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

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

2. APOLOGIES FOR ABSENCE

3. DISCLOSURE OF INTEREST

4. CONFIRMATION OF MINUTES

5. MATTERS ARISING FROM THE MINUTES

6. PUBLIC QUESTION TIME

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

QUESTION TIME

- Question Time will be for a period of 30 minutes;
- Questions submitted must begin with the submitters name and suburb;
- No person may submit more than two questions at any one meeting;
- If two questions are submitted, the second question may be deferred until all other questions have been asked, or may not be asked if the time allotted for public question time has expired.
- A question may be disallowed if the chair determines that it:
 - Relates to a matter outside of Councils responsibility;
 - Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
 - Deals with a subject matter already answered;
 - Is aimed at embarrassing a Councillor or a member of Council Staff;
 - Relates to personnel matters;
 - Relates to the personal hardship of any resident or rate payer;
 - Relates to industrial matters;
 - Relates to contractual matters;
 - Relates to proposed developments;
 - Relates to legal advice;
 - Relates to matters affecting the security of Council property: and/or
 - Relates to any other matter which Council considers would prejudice Council or any other person.
- A Councillor or the Chief Executive Officer may require a question to be put on notice. If a question is taken on notice, the answer to it must be incorporated in the minutes of Council and a written copy of the answer sent to the person who asked the question: and
- A Councillor or the Chief Executive Officer may advise Council that an answer should be given in a meeting closed to members of the public and why.

PUBLIC SUBMISSIONS

1. Representatives must register by 4:30pm on the day of a Council meeting by contacting the City of Ballarat on (03) 5320 5875. No unregistered public representative will be allowed to speak.
2. The Representative will be given three to five minutes to address the meeting, with extension of time at the discretion of the Chair.
3. Any Councillor can ask questions of the Representative.
4. The Chair may limit the number of representatives on any particular Agenda item.
5. All representations must relate to items on the Agenda and will be heard prior to each respective Agenda item.

7. REPORTS FROM COMMITTEES/COUNCILLORS**8. ASSEMBLIES OF COUNCILLORS****8.1. ASSEMBLIES OF COUNCILLORS**

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

OFFICER RECOMMENDATION

Council resolves to approve the report on Assemblies of Councillors as listed:

- 11 April 2018 Community Safety Advisory Committee Meeting
- 30 May 2018 Agenda Review Briefing
- 5 June 2018 Community Development Councillor Portfolio Meeting
- 6 June 2018 Strategic Briefing
- 6 June 2018 Infrastructure and Environment Portfolio Meeting No 176
- 7 June 2018 Ballarat Airport Advisory Committee Meeting
- 7 June 2018 Clean Ballarat Committee Meeting No. 12

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with copies of Assembly of Councillor Records as required under section 80A(2) of the *Local Government Act 1989*.

RATIONALE

Section 80A(2) of the *Local Government Act 1989* requires the record of an Assembly of Councillors to be reported at an Ordinary Council meeting. Assembly of Councillors Records are attached to this report.

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	No	No
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 attached Assembly of Councillor Records in the Council Agenda and the availability to the community increase awareness of the activities of Council and could increase community involvement in decision making at Council level.

Risk Management - There are implications with regards to Council's compliance with the *Local Government Act 1989* if Assembly of Councillor Records are not reported to Council.

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. 11 April 2018 Community Safety Advisory Committee Meeting **[8.1.1]**
2. 30 May 2018 Council Agenda Review Briefing **[8.1.2]**
3. 5 June 2018 Community Development Councillor Portfolio Meeting **[8.1.3]**
4. 6 June 2018 Strategic Briefing **[8.1.4]**
5. 6 June 2018 Infrastructure and Environment Portfolio Meeting No 176 **[8.1.5]**
6. 7 June 2018 Ballarat Airport Advisory Committee Meeting **[8.1.6]**
7. 7 June 2018 Clean Ballarat Committee Meeting No. 12 **[8.1.7]**

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Community Safety Advisory Committee
Date of meeting:	Wednesday, 11 April 2018
Start time:	9.00am
Finish time:	10.06am

Councillors present:
Cr Des Hudson
Apologies:
Cr Belinda Coates
Council staff present:
Breanna Doody – Coordinator Health & Social Planning Pete Appleton – Executive Manager Engaged Communities Amanda Collins – Community Safety and Wellbeing Officer
Other attendees present:
Acting Inspector Peter McCormick - Victoria Police Stacey Gibbs – Victoria Police Marianne Hendron – Women’s Health Grampians Allison Demuth – Neighbourhood Centres Carolyn Staines – Community Representatives Shaun Stevens – Department of Justice and Regulation Jerry Van Delft – Federation University Michael Flynn – SportsCentral Mark Sultana – Department of Justice and Regulation

Conflict of Interests:
<p>Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.</p> <p>A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.</p> <ul style="list-style-type: none"> Cr Hudson declared a perceived conflict of interest in relation to item Community Safety Network Project Update and Youth Crime Prevention Project Update

<p>Matters Considered: <i>*Provide dots points of matters discussed.</i></p> <ul style="list-style-type: none"> • Confirmation of Minutes Wednesday 11 April 2018 • Correspondence In • Correspondence Out • Community Safety Network Project Update • Youth Crime Prevention Project Update • Emerging Police Trends & Issues • Federation University Update • Right to the Night Project Preliminary Findings • Community Safety Awards

Record completed by:	
Signed: 	Position: Community Safety and Wellbeing Officer
Name: Amanda Collins	Date: 13 June 2018

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 DATE 15.06.18 BY statutory compliance.

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Council Agenda Review Briefing
Date of meeting:	30 May 2018
Start time:	6:10pm
Finish time:	9:37pm

Councillors present: Cr Jim Rinaldi Cr Daniel Moloney Cr Grant Tillett Cr Ben Taylor Cr Mark Harris Cr Belinda Coates Cr Samantha McIntosh
Apologies: Cr Des Hudson Cr Amy Johnson
Council staff present: Justine Linley – Chief Executive Officer Terry Demeo – Director Infrastructure and Environment Angelique Lush – Director Development and Planning Neville Ivey – Director Community Development Glenn Kallio – Director Business Services Cameron Gray – Director Innovation and Organisational Improvement Steve Van Orsouw – Executive Manager Operations and Environment
Other attendees present: Bill Forwood - CPR Issues Government Media Neil Fernandes– Technical Consultant to MRCB

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
Nil				

Matters Considered: <i>*Provide dots points of matters discussed.</i>
Section A – Updates for Councillors <ul style="list-style-type: none"> • Waste to Energy Update • Fencing around Playgrounds
Section B – Review of Draft Council Agenda 13 June 2018 <ul style="list-style-type: none"> • Assemblies of Councillors • Eureka Centre Community Advisory Committee Terms of Reference

- Recommendation of Artwork for Cardigan Village Public Art
 - BAPS Strategic Partnership
 - Share Procurement Consent - Electronic Mail Solution
 - Smart Cities and Suburbs Funding 2018
 - SSMART ASSK Contribution
 - Outstanding Question Time Items
- Items in Camera**
- Recommendation of Artwork for the Cardigan Village Public Art Project
 - Cleaning of Municipal Buildings and Facilities

Record completed by:	
Signed: <i>Glenn Kallio</i>	Position: Director Business Services
Name: Glenn Kallio	Date: 4 June 2018

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 BY: *governance*

BY: *governance..*

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Community Development Councillor Portfolio Meeting
Date of meeting:	Tuesday, 5 June 2018
Start time:	3.00pm
Finish time:	5.30pm

Councillors present:				
Cr Des Hudson				
Cr Belinda Coates				
Apologies:				
Cr Amy Johnson				
Council staff present:				
Neville Ivey, Director Community Development				
Mark Patterson, Executive Manager Sport & Active Living				
Ann Pitt, Executive Manager Active Ageing				
Sandra Kennedy, Community Development Support Officer				
Other attendees present:				
Nil				
Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Nil		Left Meeting [No]	[Time left]	[Time returned]
Matters Considered: *Provide dots points of matters discussed.				
<ul style="list-style-type: none"> • Minutes of Meeting 25 May 2018 • 2018/19 Sport & Active Living Projects • Growing Older Well in Ballarat Framework • Upcoming Strategic Briefings • Upcoming Reports to Council • North Ballarat Football Club • Bonshaw • Library Feasibility • Girrabanya • All of Us Garden 				
Record completed by:				
Signed: 			Position: Director Community Development	
Name: Neville Ivey			Date: 7 June 2018	

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Strategic Briefing
Date of meeting:	6 June 2018
Start time:	6:13pm
Finish time:	10:32pm

Councillors present: Cr Samantha McIntosh Cr Des Hudson Cr Jim Rinaldi Cr Daniel Moloney Cr Grant Tillett Cr Amy Johnson Cr Mark Harris Cr Belinda Coates
Apologies: Cr Ben Taylor
Council staff present: Terry Demeo – Director Infrastructure and Environment Angelique Lush – Director Development and Planning Neville Ivey – Director Community Development Glenn Kallio – Director Business Services Cameron Gray – Director Innovation and Organisational Improvement James Guy – Executive Manager Economic Partnerships Ann Pitt – Executive Manager Active Aging Lisa Kendal – Manager Strategic Planning Darren Sadler – Executive Manager Property Services and Facilities Management
Other attendees present: Guy O'Connor – Maddocks Lawyers Peter Zala – Royal South Street Brett McDonald- Royal South Street

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
Nil				

Matters Considered: **Provide dots points of matters discussed.*

Section A – External Presentations

- North Ballarat Lease Explanation – Maddocks
- Royal South Street

Section B – Strategic Briefing Reports

- Major Projects Quarterly Report
- Growing Older Well in Ballarat Framework
- LaTrobe Street Sale Yards Master Plan Update
- Township Plan and Precinct Master Plan Updates
- BIPP Update

Record completed by:

Signed: 	Position: Director Business Services
Name: Glenn Kallio	Date: 7 June 2018

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ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Infrastructure and Environment Portfolio Meeting No 176
Date of meeting:	Wednesday 6 June 2018
Start time:	7.30am
Finish time	9.20am

Councillors present:	Cr Ben Taylor, Cr Grant Tillett
Apologies:	Cr Mark Harris
Council staff present:	Terry Demeo – Director Infrastructure and Environment, Natalie Robertson – Executive Manager Regulatory Services, Belinda Kent – Executive Assistant to Director Infrastructure and Environment (Minute Taker)
Other attendees present:	Nil

Conflict of Interests:
<p>Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.</p> <p>A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.</p>
Nil

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<p>Updates</p> <ul style="list-style-type: none"> • Monthly Planning Applications Update <p>Reports</p> <ul style="list-style-type: none"> • Landfill Compliance Report • Traffic Report – Change of Speed Limits Remembrance Drive <p>Upcoming Tenders</p> <ul style="list-style-type: none"> • Circulated to Councillors prior to meeting <p>Other Business</p> <ul style="list-style-type: none"> • Nil

Record completed by:	
Signed:	Position: Director Infrastructure and Environment
Name: Terry Demeo	Date: 15-06-2018



APPENDIX 1



Assembly of Councillors Record

This Form **MUST** be completed by the attending Council Officer and returned **IMMEDIATELY** to Executive Manager Governance and Information Services for recording in the register.

Purpose of meeting:	Ballarat Airport Advisory Committee Meeting
Date of meeting:	7 June 2018
Start time:	8.00 am
Finish time:	9.25 am
Councillors present:	Cr McIntosh Cr Moloney and Cr Tillett
Apologies:	George Langley, Michael Porter and Sandy Gray
Council Staff present:	Terry Demeo, Natalie Robertson, Roland Wade, John Hartigan
Other people present:	Jimmy Lee, Peter Vermeend, Karen Newing Daryl Chibnall, Peter Mackay and Graeme Brice
Any conflict of interest disclosed? <i>*If so, provide details of which Councillor(s) disclosed a conflict of interest and any details of that conflict of interest. The time at which the Councillor left and returned should be recorded here, with a statement (if applicable) that a Councillor was absent when one or more of the matters outlined below was being considered.</i>	No

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<p>Matters considered:</p> <p><i>*Provide dots points of matters discussed.</i></p>	<ol style="list-style-type: none"> 1. Airport Future Government Funding 2. Airport Sewerage Pumps 3. Update on the wellbeing three major Airport business <ul style="list-style-type: none"> • Field Air Ballarat – Peter Mackay • Aerovision – Daryl Chibnall • STAA – Jimmy Lee <ul style="list-style-type: none"> • Jansen Farm Services to undertaking rabbit baiting program. • Security Cameras • Recycling bins over summer months • Training exercise at Airport within the next 3 months
<p><i>J. Hartigan</i></p>	<p>Position: Airport Manager</p>
<p>Name: John Hartigan</p>	<p>Date: 7 June 2018</p>

ASSEMBLY OF COUNCILLORS RECORD


This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Clean Ballarat Committee Meeting No. 12
Date of meeting:	Thursday 7 th June 2018
Start time:	10:30am
Finish time:	11:40am

Councillors present: Cr Belinda Coates, Cr Grant Tillet,
Apologies: Cr Ben Taylor Terry Demeo (Director Infrastructure & Environment) Louise Turner (Coordinator Environmental Services) Julie White (Environmental Evolution) Amber Connor (Environmental Evolution)
Council staff present: Steve Van Orsouw (Executive Manager Operations & Environment) Emma Swift (Acting Environmental Education Administration Officer) Alex Preston (Administration Trainee)
Other attendees present: Scott White (Environmental Evolution) Andrew Lang (External)

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> • Terms of Reference • Recycling Update • Community Engagement Update • Carbon Neutrality Project Update • Committee Members Update • Landfill Tour Meeting

Record completed by:	
Signed: 	Position: Acting Environmental Education Administration Officer
Name: Emma Swift	Date: 14/06/2018

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9. OFFICER REPORTS

9.1. PLP/2017/832 IPLANNING PTY LTD - 11 GRENVILLE STREET NORTH, BALLARAT CENTRAL

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Natalie Robertson - Executive Manager Development Facilitation

OFFICER RECOMMENDATION

Council resolves to:

Issue a Notice of Decision to Grant a Planning Permit PLP/2017/832 for the land located at 11 Grenville Street North, Ballarat Central for Development of an office building and dispensation of car parking subject to the following Conditions:

1. Amended Plans Required

Before the development starts, amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with plan submitted 2 February 2018 but modified to show:

- a) A maximum three storey (circa 9m) street wall to Grenville Street frontage, with the upper floors recessed a minimum 1.5m behind this street wall to the satisfaction of the Responsible Authority;
- b) Provide a full width weather canopy to the Grenville Street North public realm. The weather canopy should extend across the Grenville Street N western footpath no less than 750mm from the kerb line and should be no higher than 3.6m above the subject site's NGL;
- c) Reduction in front setback of building to Grenville Street, with the disabled access ramp moved internally if required;
- d) Revised materials/colour schedule in light of changes to building design;
- e) Visitor bicycle rack to be provided at the property frontage;
- f) Revised floor plan showing bicycle facilities for staff including showers/change rooms as per the requirements of Clause 52.34; and
- g) Finished floor level raised to a minimum 418.9 metres Australian Height Datum, as per Condition 15.

Unless otherwise approved in writing by the Responsible Authority, all buildings and works are to be constructed and or undertaken in accordance with the endorsed plans to the satisfaction of the Responsible Authority prior to the commencement of the use.

2. Boundary Walls

The walls on the boundary of the adjoining properties shall be cleaned and finished to the satisfaction of the Responsible Authority.

3. Minimising Glare

The exterior colour and cladding of the building(s) must be non-reflective to the satisfaction of the Responsible Authority.

4. Plant / Equipment or Features on Roof

No plant, equipment or related services other than those shown on the approved plans are permitted above the roof level of the building(s) hereby approved without the further written consent of the Responsible Authority.

5. Section 173 Agreement

Unless otherwise agreed in writing by the Responsible Authority, prior to Certificate of Occupancy being issued the owner must enter into an agreement with the Responsible Authority pursuant to Section 173 of the *Planning & Environment Act 1987* to provide the following:

- (a) The south facing boundary windows (within 1m of the property boundary) are to be infilled with brick or other appropriate material at any point in the future where the abutting property at 7-9 Grenville Street is redeveloped to a height which would block solar access to these windows. *Note – solar access to these boundary windows must not limit the future development of 7-9 Grenville Street.*

Prior to Certificate of Occupancy being issued an application must be made to the Register of Titles to register the Section 173 agreement on the title to the land under section 181 of the Act. A copy of the completed Agreement including the dealing number assigned confirming that the agreement has been registered must be provided to the Responsible Authority prior to Certificate of Occupancy being issued.

The Responsible Authority may release the owner from these obligations and/or vary the requirements upon the written request of the owner. The Responsible Authority must be satisfied that the release and/or variation to the agreement will result in a better planning outcome or that the agreement is no longer required.

All costs associated with the preparation, signing, lodgement, registration, amending and ending of the Agreement must be borne by the owner, including all notification costs and legal fees.

6. Construction Management Plan

Prior to the commencement of works, a Construction Management Plan must be prepared to the satisfaction of the Responsible Authority and endorsed as part of this permit. The Plan must detail:

- (a) Hours of demolition and construction to accord with Local Laws;
- (b) Management of Cattin Street and Grenville Street to ensure that they are kept free of parked or standing vehicles or any other obstruction, including building materials, equipment, etc. to maintain free vehicle passage to abutting benefitting properties at all times, unless with the written consent of the Responsible Authority;

- (c) **Methods to contain dust, dirt and mud within the site and the method and frequency of clean up procedures, including the management of on-site storage waste construction bins and vehicle washing;**
- (d) **Management of parking of construction machinery and worker's vehicles to prevent adverse impact on nearby properties;**
- (e) **Management of staging of heavy vehicles, site deliveries and unloading and lifting points with expected frequency, and traffic management in the vicinity, ensuring routes to and from the site minimise disruption to residential properties;**
- (f) **Minimising disruption to pedestrian access along footpaths;**
- (g) **Measures to minimise noise and other amenity impacts from mechanical equipment, including idling trucks, and demolition/construction activities, especially outside of daytime hours;**
- (h) **The provision of adequate environmental awareness training for all on-site contractors and sub-contractors; and**
- (i) **A liaison officer for contact by the public and the Responsible Authority in the event of relevant queries or problems experienced.**

All works on the land must be undertaken in accordance with the endorsed Construction Management Plan to the satisfaction of the Responsible Authority.

7. Green Travel Plan

Before the use starts, a Green Travel Management Plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will form part of the permit. Three copies of the plan must be submitted. The Green Travel Plan is to include details of the proposed design initiatives and sustainable management practices to reduce car usage and improve sustainable transport options (including walking, cycling, public transport and carpooling) available to staff. The Green Travel Plan should include, but not be limited to the following:

- (a) **Staffing and operational hours for the premises designed to enable flexibility in staff arrival and departures;**
- (b) **Signage and communication to be used to encourage responsible green-travel behaviour by staff;**
- (c) **Consider end of trip facilities such as showers, change rooms, secure storage and bicycle storage;**
- (d) **Education and awareness initiatives and incentives for staff to encourage more sustainable modes of travel to/from the site;**
- (e) **Management practices identifying sustainable transport alternatives;**
- (f) **Lobby areas of building to include real time information of train and bus services;**
- (g) **Details of bicycle spaces for staff;**
- (h) **Implementation of staff car-pooling scheme;**
- (i) **Employee information packs (e.g. myki cards for new staff/workers);**
- (j) **Details of regular review of Green Travel Plan; and**
- (k) **Any other relevant matters.**

The Green Travel Management Plan must be implemented to the satisfaction of the Responsible Authority and must not be modified unless with the further written consent of the Responsible Authority.

8. Waste Management Plan

Prior to the development commencing, a Waste Management Plan must be prepared to the satisfaction of the Responsible Authority and endorsed as part of this permit. The Plan must detail:

- (a) The location and space allocated for storage of waste and recyclable materials, bins and containers;
- (b) The type of waste and recyclable materials, bins and containers;
- (c) The garbage and recycling equipment (e.g. vehicles and lifting equipment) to be used;
- (d) The frequency and timing of waste collection;
- (e) The path of access for both users and collection vehicles;
- (f) Demonstrate how all collection vehicles can enter and exit the premises in a forward direction. Vehicles must not reverse from the site at any time; and
- (g) Measures to manage and minimise noise, odour and litter.

Waste management must be undertaken in accordance with the approved Waste Management Plan to the satisfaction of the Responsible Authority. The endorsed Waste Management Plan shall have ongoing force or effect unless otherwise approved in writing by the Responsible Authority.

9. Vehicle Access – Use/Development

Prior to the commencement of the use and/or development, vehicle access to the site must be constructed in accordance with plans and specifications set under an approved Vehicle Crossing Permit to the satisfaction of the Responsible Authority.

Note: The construction or altering of a vehicle crossing, footpath and/or any other works or alterations within a road reserve or any other Council asset may require either a Crossover Permit (which includes a driveway and new crossover), a Road Opening Permit (ie. opening up a road for installation of infrastructure), Asset Protection Permit (Temporary Crossing Permit i.e. providing for temporary site access) or other approval to be obtained from the City of Ballarat. This Planning Permit does not constitute such approval. Failure to obtain an appropriate permit or damaging Council infrastructure, including footpaths, kerbs, drains, street trees, nature strips etc or failing to remove redundant crossings and reinstate the kerb, drain, footpath, nature strip or other part of the road is a breach of the Ballarat City Council Community Local Laws (10 Penalty Units). For further information, please contact Council's Asset Protection Officer in relation to Road Opening or Asset Protection permits and Council's Infrastructure Planning & Development Unit via Council's Customer Service Officers and the Arborist relating to Street trees.

10. Internal Access Ways and Car Parking

Prior to the occupation of the development, the areas set aside for the parking of vehicles and access lanes as shown on the approved plans must to the satisfaction of the Responsible Authority be:

- (a) Constructed of concrete;
 - (b) Properly formed to such levels that they can be used in accordance with the plans;
-

- (c) Drained;
- (d) Line-marked to indicate each car space and all access lanes; and
- (e) Clearly marked to show the direction of traffic along access lanes and driveways.

Car spaces and access lanes must be maintained and kept available for these purposes at all times.

Prior to the commencement of the use or occupation of the development, all works shall be completed in accordance with plans submitted to and approved by the Responsible Authority.

11. Engineering Plans and Construction

Prior to the commencement of works or use hereby approved commencing, engineering plans and specifications must be submitted to and approved by the Responsible Authority. The engineering plans must accord with the Infrastructure Design Manual and Council's Standard Cross-sections. All engineering works must be constructed in accordance with the approved plans and completed to a standard satisfactory to the Responsible Authority prior to the commencement of the development/use hereby approved commencing.

At the completion of the works one set of 'as constructed' civil plans shall be submitted to the Responsible Authority.

The engineering plans must detail:

- (a) Footpath to be constructed/reinstated along frontage of the site on Cattan Street.
- (b) Kerb and channel construction and drainage along frontage of the site on Cattan Street.
- (c) Construction of sealed road along frontage of the site on Cattan Street.

12. Drainage Plans and Construction

Prior to occupation of new office complex, stormwater drainage must be connected to the Legal Point of discharge as given by the Responsible Authority. The drainage must accord with the Infrastructure Design Manual and other standards of the Responsible Authority. All drainage works must be constructed in accordance with the approved plans and completed to a standard satisfactory to the Responsible Authority prior to the occupation of new dwelling.

At the completion of the works one set of 'as constructed' civil plans shall be submitted to the Responsible Authority.

13. Sediment on Roadways

No material shall be deposited on any road external to the site by any means including construction vehicles or associated plant entering or leaving the land subject to this permit. Any material deposited on the road shall be removed by mechanical or manual means to the satisfaction of the Responsible Authority.

Note 1: Depositing such material on Responsible Authority's Roads is an offence under the *Environment Protection (Resource Efficiency) Act 1970* and penalties may apply.

Note 2: Any costs associated with a clean up of road surfaces borne by the Responsible Authority must be met by the permit holder.

14. Corangamite CMA

Finished floor levels must be constructed no lower than 418.9 metres to Australian Height Datum.

Prior to the issue of an Occupancy Permit, a certified survey plan, showing finished floor levels (as constructed) reduced to the Australian Height Datum, must be submitted to Corangamite Catchment Management Authority to demonstrate that the floor levels have been constructed in accordance with Corangamite Catchment Management Authority's requirements.

15. Permit Expiry – Development Only

This permit will expire if one of the following circumstances applies:

- (a) The development is not started within two years of the date of this permit;**
or
- (b) The development is not completed within four years of the date of this permit.**

The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards (for a request to extend the time to commence the development) or twelve months after the permit expires (for a request to extend the time to complete the development).

Notes:

Building Approvals

This permit does not constitute any authority to carry out any building works or occupy the building or part of the building unless all relevant building permits are obtained. The works hereby approved must accord with the requirements of the *Building Act 1993*, *Building Regulations 2006* and *Building Code of Australia 2014*.

Works within Road Reserve

The construction or altering of a vehicle crossing, footpath and/or any other works or alterations within a road reserve or any other Council asset may require either a Crossover Permit (which includes a driveway and new crossover), a Road Opening Permit (ie. opening up a road for installation of infrastructure), Asset Protection Permit (Temporary Crossing Permit i.e. providing for temporary site access) or other approval to be obtained from the City of Ballarat. This Planning Permit does not constitute such approval. Failure to obtain an appropriate permit or damaging Council infrastructure, including footpaths, kerbs, drains, street trees, nature strips etc or failing to remove redundant crossings and reinstate the kerb, drain, footpath, nature strip or other part of the road is a breach of the Ballarat City Council Community Local Laws (10 Penalty Units). For further information, please contact Council's Asset Protection Officer in relation to Road Opening or Asset Protection permits and Council's Infrastructure Planning &

Development Unit via Council's Customer Service Officers and the Arborist relating to Street trees.

Signage

No signage has been assessed or approved as part of this application. Further planning approval is required prior to the installation of any business identification signage.

Containment of Refuse

Under the provisions of the Ballarat City Council Community Local Law No 5 (as amended to include Local Law No. 9 clauses 3.15 – 3.17) an on-site facility for containment of all builders' refuse is required to be provided on any land where any building work within the meaning of the *Building Act 1993* is being carried out. The local law contains specific provisions about the type and location of refuse containment facilities and the emptying and removal of such facilities.

Air Conditioning Plant

Any air conditioning system incorporating one or more cooling towers must comply with, and be managed in accordance with the relevant provisions of the *Public Health and Wellbeing Act 2008*.

EXECUTIVE SUMMARY

On 8 December 2017 an Application was lodged for Development of an office building and dispensation of car parking at 11 Grenville Street North, BALLARAT CENTRAL. The Application was advertised and Council has received two (2) objections. It is recommended that Council issue a Notice of Decision to Grant a Planning Permit subject to Conditions.

APPLICATION DETAILS

Applicant:	iPlanning Services Pty Ltd
Date Lodged:	8 December 2017
Subject Site:	11 Grenville Street North, BALLARAT CENTRAL VIC 3350 Lot 1 TP222937, Lot 2 TP222937 - Proposed subdivision see PS807409 (Realign Bound)
Current use:	Vacant
Zone:	Commercial 1 Zone C1Z
Overlays:	Heritage Overlay HO171
Permit triggers:	<ul style="list-style-type: none"> • Clause 43.01 (HO171) – a permit is required for buildings and works • Clause 34.01 (C1Z) – a permit is required for buildings and works • Clause 52.06 – a permit is required for a reduction in the statutory car parking rate.
Ward:	Central
Number of Objections:	Two
Mediation Meeting:	Yes
Council Referral Trigger:	Significant Project of Public Interest
Covenant or S173	No
CHMP Required:	No

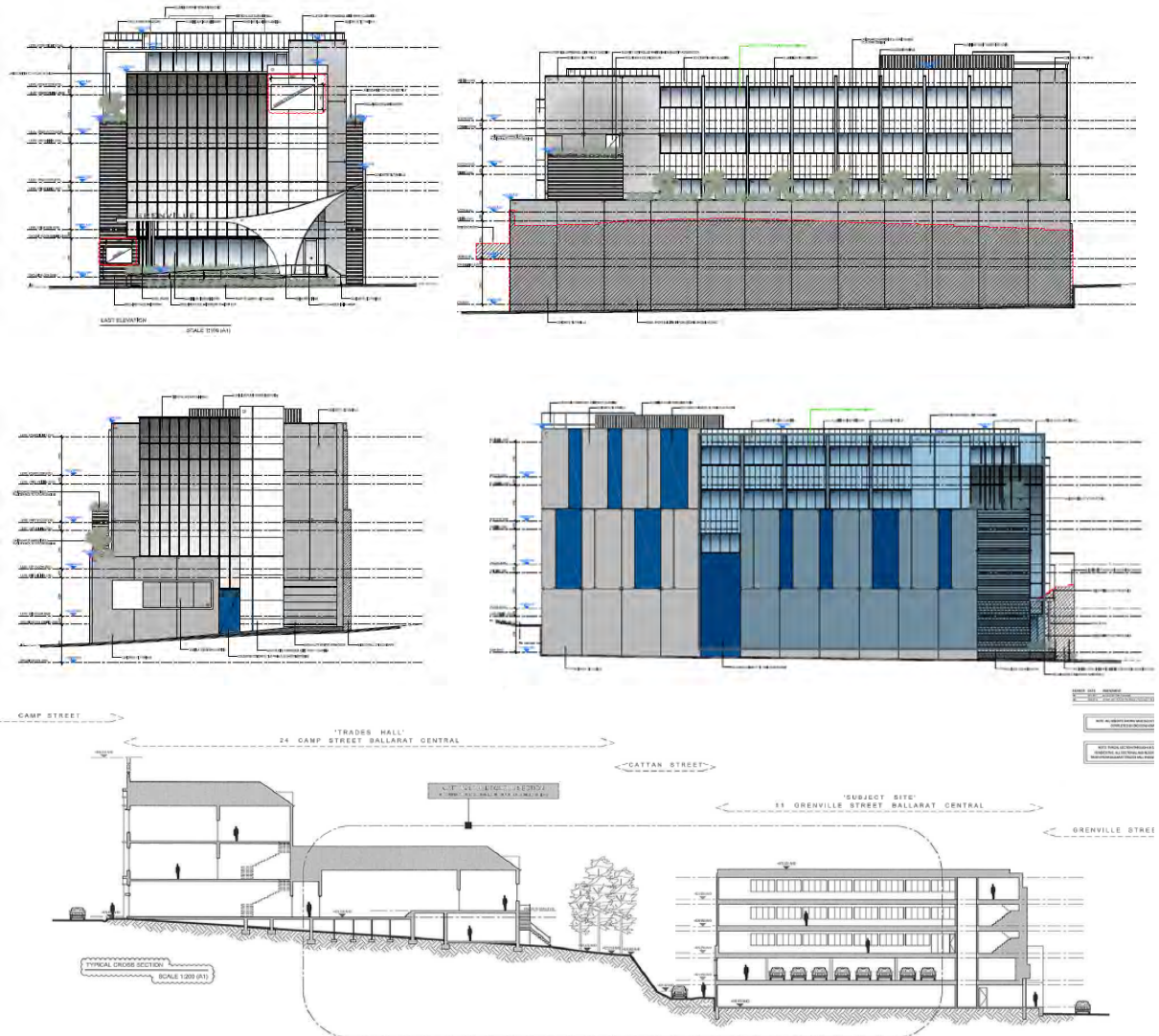
PROPOSAL

The proposal seeks approval to construct a five-storey office building and dispensation for 58 car parking spaces. Key details of the proposal are as follows:

- The proposed building will comprise four levels of office space and one level of car parking;
- The ground floor and floors 2, 3, and 4 are set aside for office space;
- The 1st floor is set aside for car parking, with a total of 20 car parks and access from Cattan Street;
- The total leasable floor area of office space for the building is approximately 2,246sqm;
- The overall height of the proposed building is approximately 17.0 metres from ground floor level to the top of the parapet fronting Grenville Street;
- The building is proposed to be setback between 2-3.4m from the Grenville Street frontage to provide space for landscaping, bicycle parking and a disabled access ramp;
- The building is setback approximately 0.2m from the Cattan Street frontage;
- A landscaped balcony area will be provided on the second floor, a small landscaped balcony area of the third floor and a large balcony area located on the fourth floor;
- A dispensation of 58 car spaces is requested as part of this application;
- Building materials will be a mixture of glazing, Colourbond®, concrete tilt panels and expressed joint sheet cladding, coloured concrete panels and reclaimed face brickwork. There will also be areas of mesh to provide ventilation to the car park.

A photomontage of the building, cross-section and elevations are provided below:





Plans and elevations are included (Attachment 1).

SITE AND SURROUNDS

The subject site is located on the western side of Grenville Street, approximately 80m north of its intersection with Sturt Street and approximately 110m south of its intersection with Mair Street, within the Ballarat CBD. The rectangular shaped site has a frontage of approximately 18.45m to Grenville Street, a rear frontage of approximately 18.36m to Cattan Street, and an overall area of approximately 753sqm. The land is sloped, with a fall of approximately 1m across the site to the east. Notably Cattan Street sits higher than the subject site. The subject site previously contained a significant heritage building (the Plaster Fun House) which was destroyed by fire. The land is currently vacant and devoid of any significant vegetation.

The land is within the Ballarat CBD and surrounding properties are developed for commercial purposes. On the opposite side of Grenville Street is a large car park providing parking for Big W as well as the Bridge Mall precinct.

The subject site is located at the north-eastern edge of the Lydiard Street Heritage Precinct. Land to the north and east of the site is not included within the heritage precinct. As such, built form in the area is variable, with older two-three storey heritage buildings as well as some large, modern commercial buildings. A number of tall, 'landmark' buildings are scattered across the CBD, including the Town Hall, Train Station and Post Office. Notably, the Camp Street Heritage area is located to the west of the site, up a steep embankment, and contains a number of significant heritage buildings.

Cattan Street is a partially sealed road with variable width and informalised car parking, which provides staff parking and back-of-house services for businesses fronting onto Grenville Street. Grenville Street is a fully constructed road with on-street parking and footpaths on both sides. The Ballarat Train Station on Lydiard Street is approximately 400m northwest of the site.

An aerial map and site photo is provided below with the subject site outlined in red.



RESPONSE TO NOTICE OF APPLICATION

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

The following forms of advertising were undertaken:

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

Council has received 2 objections in response to advertising. The key issues raised in the objections can be summarised as follows:

- Car parking dispensation will exacerbate existing car parking issues in the CBD and surrounds.
- Insufficient car parking on-site.
- Proposed building will negatively impact upon Camp Street escarpment and will destroy remaining views from Trades Hall out over the historic Ballarat East area.
- The proposed development will detract from the Historic Urban Landscape which is Camp Street.

A mediation meeting was undertaken on 14 May 2018. The mediation meeting did not result in any resolutions being reached.

REFERRAL OF APPLICATION

External Referrals

Authority	Advice/ Response/Conditions	Report Response
Section 52 Notices:		
Corangamite Catchment Management Authority (S52)	Consent subject to the following condition: 1. Finished floor levels must be constructed no lower than 418.9 metres to Australian Height Datum. <i>Prior to the issue of an Occupancy Permit, a certified survey plan, showing finished floor levels (as constructed) reduced to the Australian Height Datum, must be submitted to Corangamite Catchment Management Authority to demonstrate that the floor levels have been constructed in accordance with Corangamite Catchment Management Authority's requirements.</i>	Acknowledged. Condition will be placed on the permit as requested. It is noted that the current FFL proposed is 418.65m (AHD). This condition will therefore raise the overall building height by approx. 250mm, increasing the maximum building height from 435.55m (AHD) to 435.80m (AHD). This minor increase in height difference will be visually negligible.

Internal Referrals

Internal Council Referrals	Advice/ Response/Conditions	Report Response
<p>Heritage</p>	<p>There are a number of heritage concerns with this proposed development including:</p> <ul style="list-style-type: none"> • The scale and height of the proposed development, particularly how it fits into the streetscape. The impact of such a large insertion within the Grenville Street corridor and the broader heritage precinct is of concern. • The relationship to the Camp Street escarpment and broader visual impact. The proposal is at the base of the escarpment, but its height is still an issue. • The articulation of the front of the building and the need for a ramp rather than level access. <p>The proposed development is on a contributory site in the Lydiard Street Heritage Precinct (HO171). One of the key features identified in the Statement of Significance, is the topographical setting of the escarpment, "...a basalt escarpment, which overlooks the former chaotic gold mining area along the Yarrowee Creek and East Ballarat..."</p> <p>So, it's not just assessing the proposal as a building site alone but considering its appropriateness within the broader historic urban landscape, particularly in such a key area of Ballarat's early development.</p> <p>The Urban Design Referral Response concludes:</p> <ul style="list-style-type: none"> • That the street wall on Grenville Street is too high and should be reduced to 3 storeys. • That there is a lack of public realm and activation at street level. • That the height of the building, apart from the front section is acceptable, "... from a character perspective, our view is that the overall height of the proposal will respond to the preferred future height aspirations of the CBD 	<p>Acknowledged. The applicant has submitted some revised plans including a cross-section, and additional photo montages in response to the Heritage Advisors comments. These revised/additional plans were re-circulated to Council's Heritage Advisor on 14 May, however no additional heritage comments have been provided. Refer to comments later in report in response to Heritage Overlay requirements. Permit conditions will address some of the concerns raised, notably the three storey built form to Grenville Street, with the upper floors being further recessed.</p>

	<p>Strategy for the broader Grenville Street N precinct in a manner that will not jeopardise the primacy of existing local landmarks in longer range views toward the Ballarat CBD...”</p> <p>However, concerns have been raised over the appropriateness of such a large building in this location. The Trades Hall assert;</p> <p>“...that the proposed building will have significant impacts on the Heritage Listed Trades Hall building and the HUL (UNESCOs Historic Urban Landscape). Contrary to the proposals statements, submitted elevations show that the building will be to the top of the silver birch trees (on our rear embankment) obscuring the HUL former goldfields view from our entire building excepting the very front three-story section roof which is publicly inaccessible. All views across Ballarat East will be fully obscured from the back of the heritage listed Trades Hall building – a building whose history is rooted in the Eureka Story and its symbolic position on the former Government Camp site...”</p> <p>Further,</p> <p>“...Given view from the government camp of the former Ballart Goldfields from the edge of the basalt escarpment has already been severely compromised by a decision to infill build the former carpark that was proposed in the Camp Street plan as a viewing and interpretation platform, this building will further block the HUL view; with Trades Hall the last of the publicly accessible viewing areas of the landscape which adds vital visual context to the Eureka story...”</p> <p>The Trades Hall are proposing to interpret the view and make it publicly accessible.</p>	
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	<p>Summary</p> <p>There are major heritage concerns over the height of the building in this location. The design documentation provided is not fully informative in terms of its setting and impact on such an important site, particularly in relation to concerns raised over the restriction of views. Further investigation is required including:</p> <ul style="list-style-type: none"> • The need to verify whether the building will severely impact views from the back of the Trades Hall building and impact the significant historic views from the Camp Street escarpment over the former Ballarat Goldfields. • Modelling of views from other locations (using wire frame montages to show the height and mass of the development in relation to the Camp Street escarpment/skyline) – locations include the approaches to the CBD along Mair Street, Bakery Hill area, and the rail corridor. • Cross-section from the built form on Camp Street to Cattan Street and Grenville Street below. 	
<p>Traffic and Transport</p>	<p>The following is the Traffic & Transport’s review of the proposed 5 storey office development at 11 Grenville Street North, Ballarat Central. The referral was received on 23 March 2018.</p> <p>The development consists of 5 levels, the ground, 2nd, 3rd & 4th floors consisting of a total of 2,246sqm of leasable floor area with the 1st floor being dedicated to car parking with access from Cattan Street.</p> <p>The generally rectangular vacant site in the central CBD is on one title consisting of two parcels, is in the Commercial 1 Zone and is 753sqm in area with an 18.45m frontage to Grenville Street and a similar frontage to Cattan Street at the rear. Grenville street, a link road, is fully constructed and Cattan Street, a local access road, is partly constructed. The</p>	<p>Acknowledged. Consent granted for the proposed dispensation of 58 car parking spaces.</p>

	<p>section of Cattan Street abutting the subject site is constructed as a pedestrian path only. There are commercial buildings either side in Grenville Street.</p> <p>A Traffic Engineering Assessment has been provided in support of the Application.</p> <p>Parking</p> <p>The Applicant can provide limited parking on site and has sought dispensation.</p> <p>A car parking analysis has been submitted on behalf of the Applicant by the Traffix Group. The area considered was within 250m of the site and included a total of 722 parking spaces, including 277 on-street and 445 off-street.</p> <p>Car parking occupancy surveys were undertaken on 24 October 2017 at 10am, 12noon and 2pm. The peak time was 10am and of the 21 unrestricted spaces a 90% occupancy was recorded and of the 68 all-day spaces an 87% occupancy was recorded.</p> <p>That analysis determined that the available unrestricted all-day parking in the vicinity of the site is very limited. The study also found that there was a good supply of available short-term parking. The 1st floor secure parking provides for 20 vehicles with access from Cattan Street. A car parking assessment based on the office floor area proposed and 3.5 spaces per 100sqm of floor area, a total of 78 parking spaces are required under the Scheme. Dispensation for 58 spaces is therefore sought by the applicant.</p> <p>It is the Applicant's intention to provide in excess of the required bicycle parks to encourage staff to cycle to work. Public transport in the precinct is excellent. The Consultant concludes that there is adequate justification for reduced on-site parking due to the following;</p>	
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	<ul style="list-style-type: none"> - the availability of other travel modes - surrounding areas are sufficiently protected from overspill long-stay parking - there is adequate short-stay parking available for visitors - the short-term parking demand is likely to be less than the previous use <p>The statutory bicycle requirement is 7 spaces for staff and a further 2 for visitors. A bicycle storage room for at least 12 bicycles is indicated on the parking level. Arrangements for a bike rack could be made in the front set back off Grenville Street if necessary. The Consultant has also recommended that a Green Travel Plan be implemented to facilitate staff travelling via sustainable modes.</p> <p>Vehicular Access</p> <p>Access via Cattan Street will necessitate some road pavement works at the rear of the site.</p> <p>A vehicular crossing permit is required from the Council for proposed carpark entrance on the southern end of the Cattan Street frontage. The Applicant must arrange for the required works for which he/she will be responsible for the cost.</p> <p>All on-site parking spaces, including accessible spaces and aisle widths, shall comply with Clause 52.06-9 design standards. Swept path diagrams for vehicles entering and exiting the site and individual spaces have been provided. Although the access only provides for one-way flow this is considered acceptable as there are less than 30 movements in the peak hour and these will be highly directional being inward in the morning and outward at the end of the day.</p>	
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	<p>Recommendations</p> <ol style="list-style-type: none"> 1. That the development of a 5-storey office building at 11 Grenville Street North, Ballarat Central is supported in principle. 2. That parking for at least 20 vehicles and 12 bicycles are provided on the first floor generally as indicated on the endorsed plan. 3. That Council grants parking dispensation for the shortfall of 58 spaces. 4. That parking spaces and accessways be dimensioned in accordance with Clause 52.06-9 design standards. 5. That all necessary road and access works in Cattan Street are undertaken by the Applicant at his/her cost and to Council approval. 6. That the applicant makes a separate application for a crossing permit to construct the entrance to the first-floor carpark. All works shall be arranged by and be at the cost of the Applicant. 	
<p>Engineering</p>	<p>Engineering Development consent is granted subject to conditions as provided.</p> <p>The Ground floor level is set at 418.65 m and according to current Flood Mapping the Flood level in the area is 419m for Yarrowee Canadian Gnarr maps 2007. Please contact Corangamite Catchment Management Authority (CCMA) to see if they have any concerns about this proposal. It is likely that the front of the building will have to be designed so as to prevent flood water entering from the Grenville Street frontage.</p>	<p>Acknowledged. Engineering conditions will be placed on permit. CCMA have consented to the proposal.</p>
<p>Design & Survey</p>	<p>Old vehicle layback on Grenville Street frontage will require removal with concrete kerb reinstated to the satisfaction of Council. Condition applies.</p>	<p>Acknowledged. Condition will be placed on permit.</p>

KEY ISSUES

Ambit of Discretion

- Clause 43.01 (HO171) – a permit is required for buildings and works
- Clause 34.01 (C1Z) – a permit is required for buildings and works
- Clause 52.06 – a permit is required for a reduction in the statutory car parking rate

Issues

The proposal generally accords with the SPPF, MSS and LPPF. The principal issues are as follows:

- Strategic Justification;
- Commercial 1 Zone;
- Ballarat CBD Strategy;
- Built Form and Urban Design;
- Heritage;
- Car Parking, bicycle parking and vehicle access;
- Waste Collection;
- Loading and Unloading of Vehicles; and
- Objector Concerns – Views from Trade Union Building at 24 Camp Street Signage

Strategic Justification

State planning policy expressly supports urban consolidation, economic growth and the efficient use of existing infrastructure and services. State policy objectives also include encouraging development that is site responsive and an appropriate fit for the character of the area. Notably, Clause 11.03-2 *Activity centre planning* aims to encourage the concentration of major retail, residential, commercial, administrative, entertainment and cultural developments into activity centres which provide a variety of land uses and are highly accessible to the community, and Clause 17.01-1 *Business* aims to encourage development which meet the communities' needs for retail, entertainment, office and other commercial services and provides net community benefit in relation to accessibility, efficient infrastructure use and the aggregation and sustainability of commercial facilities. Specific State policies for the Central Highlands region at Clause 11.08-1 are to:

- Support Ballarat as the main centre for regional growth, services and employment with major growth focussed to the west.
- Maintain Ballarat's Central Business District as the primary focus for commercial, retail and service activity in the city and region.
- Support urban consolidation, particularly in Ballarat's Central Business District.

It is therefore clear that there is strong policy support for the development of a large office building in the Ballarat CBD as proposed. An assessment against specific design requirements which must also be considered (such as heritage) are contained below.

Commercial 1 Zone

The subject site is located within a Commercial Zone. The relevant objectives of this zone are:

- To implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies;
 - To create vibrant mixed use commercial centres for retail, office, business, entertainment and community uses; and
 - To provide for residential uses at densities complementary to the role and scale of the commercial centre.
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It is noted that the use of the land for an office is an as-of-right use in this zone. The proposed development is generally consistent with the business zoning of the land. The proposal will provide for the re-development of vacant commercial land which will cater for a new, high quality office complex which is supported within the central part of Ballarat. The proposal represents a key commercial redevelopment site zoned for business purposes and located centrally within the Ballarat CBD. The development will realise the site's commercial potential and in so doing further the key economic commercial policy objectives, including jobs growth, contained in the Ballarat Planning Scheme

Ballarat CBD Strategy

Local policy Clause 21.09-1 *CBD* specifies that significant new mixed use development will be encouraged in the CBD. The area will be managed as a key entertainment destination, a hub of knowledge sector, retail employment activities and inner city living precinct with street level and out of hours activation. Strong emphasis will be placed on a high quality public realm, pedestrian amenity and a people first approach to managing space.

Relevant strategies of this policy are to:

- Facilitate significant new mixed use development and redevelopment in the CBD;
- Facilitate the redevelopment of vacant upper floorspace within the Ballarat CBD for residential purposes;
- Consider the objectives, strategies and actions of the *CBD Strategy: Making Ballarat Central (2010)*. Facilitate appropriate CBD development within flood prone areas;
- Support development within and adjoining the CBD on land which is flood prone, taking into account appropriate design responses to minimise the risk to life and property; and
- Work with local catchment management authorities to encourage appropriate development of vacant land within the CBD which may be impacted by flooding.

It is noted that the site has minor flooding issues which can be appropriately mitigated by raising the floor level up by 250mm, and that consent has been given for the development by the CCMA. Therefore the issues regarding flooding as set out in the CBD strategy are easily resolved.

This policy requires Council to consider the objectives and strategies within the *CBD Strategy: Making Ballarat Central (2010)*. It is noted that the *CBD Strategy: Making Ballarat Central (2010)* is not an incorporated document – it is a reference document only and therefore has limited weight with regards to decision making. As specified in *Domus Design v Frankston CC [2005] VCAT 567 (4 April 2005)* “*Reference documents have only a limited role in decision-making as they are not part of the planning scheme. They do not have the status of incorporated documents or carry the same weight. Therefore, ... a reference document and can only be given limited consideration.*”. As such, the Ballarat CBD Strategy has been considered as part of the decision making, but not given significant weight.

The Ballarat CBD Strategy is a long-term plan to guide growth and change in the CBD over the next 20 - 25 years. This strategy describes the Ballarat CBD as “*a unique built environment. Its fine heritage buildings and streetscapes are highly significant and a key part of its attraction...However, there is currently a lack of contemporary buildings of a high design quality that convey a strong or positive message for the CBD. There are significant opportunities for new, high quality architecture to create a more contemporary identity for the CBD and enhance its image as a place of innovation and culture*”

Within the Ballarat CBD Strategy, the subject site is within the Sturt Street precinct which is described as a retail/arts core. This policy has a number of strategies regarding building height, car parking, streetscapes, and views. The key strategies relevant to this proposal are:

Car Parking

- *Provide new car parking options for other major redevelopment opportunities of the Civic Hall site, the Railway Station Precinct and underutilised land in Scotts Parade.*
- *Relocate long-term car parking for commuters and residents to the fringes of the CBD to provide more short term car parking spaces in the retail and activity areas.*
- *Provide short stay parking within core retail areas to ensure a higher turnover for shoppers*
- *Consider reduced car parking rates or parking permits for new residential development within the CBD to encourage inner city living.*
- *Implement a car parking payment in lieu scheme for future developments unable to satisfy off-street car parking requirements to assist in providing new centralised parking facilities.*
- *Aim to reduce the demand for car parking in the longer term.*
 - *Improve pedestrian, cyclist and bus networks.*
 - *Attract 'Flexicar' type car sharing programs.*
 - *Encourage behaviour change in visitors to the CBD who expect to park directly outside their destination without having to walk.*
 - *Reduce car dependency through programs such as Travel Smart and car pooling.*

It is clear that the CBD Strategy contemplates a reduction in car parking provision in light of the proposed centralised car parking at Civic Hall and the Train Station and through a proposed payment in lieu of car parking scheme which, whilst not yet enacted, may occur as the city grows. The use of public transport and other green travel plans are also considered appropriate to offset car parking provision.

Heritage

- *Ensure landmark heritage buildings remain as the dominant features in the streetscape / vistas.*
- *Require sensitive design treatment at the interface with heritage buildings, in accordance with Council's heritage policy.*
- *Ensure consideration of existing public views to heritage landmarks is incorporated in the design of all large development proposals, especially views to the clocktowers and spires.*
- *For some sites adjoining a heritage building included in the Heritage Overlay, consider requiring a reduced scale than that designated for the precinct.*
- *Retain, interpret and improve views and vistas from key locations (e.g. top of Bridge Mall, Camp Street, and Sturt Street).*
- *Retain the CBD's historic towers and spires, and key views to them, as fundamental elements of its image.*

A detailed assessment against the heritage requirements is contained later in this report; however it is clear that the CBD Strategy aims to protect views to landmark buildings/spires/tower, and it does reference the creation of a public plaza with a viewing platform in Camp Street looking east. The CBD strategy specifies that "*The surface car park on the eastern side of Camp Street presents an opportunity for a new public space that has a view across central Ballarat to Mount Warrenheip and Mount Buninyong. As*

part of the former miners' camp area, the site could be used as an opportunity to convey an aspect of Ballarat's heritage". It is noted that this key public viewing site has since been developed with a commercial building. The CBD Strategy does not discuss private views from other Camp Street properties.

Height of New Buildings

- *Create a more consistent scale of buildings in the different parts of the centre, as appropriate to the precinct.*
- *Within the core heritage areas, new buildings should be lower at the façade than the parapet height of any adjoining heritage building, or if none adjoining, lower than the predominant heritage parapet height, as visible from the street. On larger sites, higher scale elements may be included in the centre of the site where not visible from adjoining streets.*

The CBD strategy indicates that matching existing heritage parapets is preferred for proposed building heights in heritage areas.

Streetscape

- *Provide continuous weather protection along retail streets / key pedestrian routes by providing verandahs or canopies that are consistent in form with those that already exist (i.e. awnings with poles along the gutter line, or as stipulated in Council's heritage guidelines).*

The CBD strategy identifies Grenville Street as a key pedestrian street and requires activated street frontages and weather protection (canopies) over the footpath. This will be required by way of amended plans conditions.

Built Form and Urban Design

State and local policies both require new development to respond to the streetscape and produce a high quality built form to the streetscape. Relevant policies include Clause 15 and Clause 21.06.

The proposed built form has been independently reviewed by David Lock & Associates, who provided the following assessment of the built form with relation to the bulk and height:

"The most pertinent policy guidance for preferred height and massing stems from the CBD Strategy, which espouses a future character intent of 'buildings up to heritage parapet height' for the subject site and broader 'Retail/Arts Core' precinct (p 45 of the CBD Strategy) and a future character intent of four storey development east of the subject site (Alfred Square car park). The resultant policy dynamic at play is one of a 'tension' in Grenville Street N between preferred, transformative future character (eastern side of Grenville Street N) and retention/preservation of existing character (western side of Grenville Street N, including the subject site) – particularly when tempered by the implications of HO171 (which effectively entails that the 'contributory' heritage fabric south of the subject site [2 Sturt Street and 5-9 Grenville Street N] will likely remain a fixed piece of context whether 'as is' or as part of a future development's street wall).

Therefore, we recommend revisiting the fundamental massing strategy of the proposal and adopting a maximum 9m high street wall to Grenville Street N (maximum three storeys in height based on currently proposed floor-to-ceiling [FTC] heights) built sheer to the Grenville Street N public realm. Doing so will balance the aspirations of Clause 21.06 and the HO171 for context responsive built form in a manner that also responds to the prevailing 8-9m high parapet scale of the site's broader HO171 precinct (as per the

aspirations of the CBD Strategy). Pursuit of a 9m street wall built to Grenville Street N will also better respond to the character of existing C1Z-zoned commercial built form on the western side of Grenville Street N (including the previous built form condition of the subject site) compared to that which is proposed currently, and would assist in offsetting any character implications of taller built form above....In determining appropriate building height for the subject site, our opinion is that the subject site's physical location at the interface of an identified urban renewal precinct (combined with the detachment of the subject site from the core of the Ballarat CBD by way of the prevailing topographical slope of the broader area) warrants consideration of heights above and beyond that which is espoused in the CBD Strategy for 'buildings up to heritage parapet height' for the subject site."

It is considered appropriate to require an amendment to the plans to reduce the height of the building frontage at the Grenville Street frontage to 9m, with the upper floor recessed behind. A canopy over the footpath will also be required to provide weather protection over the public realm and is appropriate given the significant pedestrian link that Grenville Street provides.

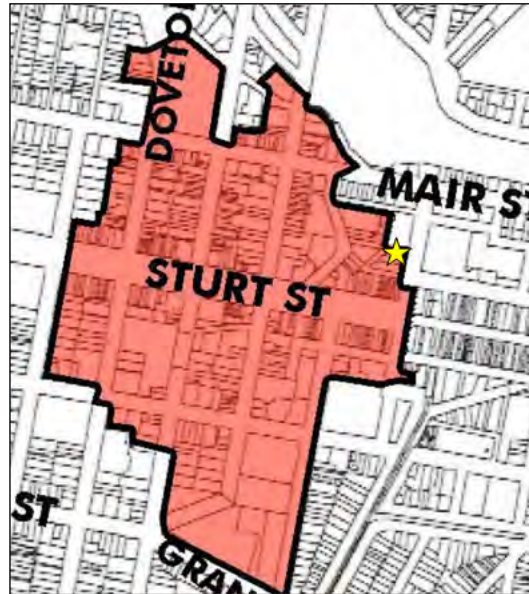
The Cattan Street frontage is distinctly 'back of house' so this interface raises no concerns. The vehicle access has appropriately been located to the Cattan Street frontage, away from the street.

Heritage Overlay

The subject site is affected by Heritage Overlay HO171, the Lydiard Street Heritage Precinct. State and local policies also aim to protect areas of heritage significance, including Clause 15.03, 21.06 and 22.05. The Lydiard Street Heritage Precinct is described as "...aesthetically and architecturally significant as an outstanding example of 19th century provincial city centre representing the development of modern urbanism, initiated by the 1850s gold rush in rural Victoria. As a model of a mid 19th century classical European city it is an excellent testament of European colony planning where urban design and perspective views were adapted to the local context and can be appreciated in all its magnitude. The natural physical framework along with the built is used as a theatrical backdrop with rectilinear streets lined by buildings of similar neo-classical facades and similar heights that define the socio-political functions and cultural centre of Ballarat." Ballarat Heritage Precincts – Statements of Significance 2006.

Council's Heritage Advisor does not support the proposal, for reasons relating to the building's scale, articulation, height, streetscape impact along Grenville Street, and the relationship to the Camp Street escarpment and broader visual impact. In short, the Heritage advice suggests the development does not sympathetically relate to the heritage character of the area.

Officers however consider that the Heritage Advisor's analysis of the proposal does not give sufficient regard to the context of the site. Notably, the site does not sit within an intact heritage streetscape. The site sits on the very eastern periphery of the heritage precinct, noting that the property abutting the site to its north is not included within the Heritage Overlay, nor are properties east of the site including Big W and its carpark. A map of the Lydiard Street Heritage Precinct is included below, with the subject site shown with a yellow star.



Due to the short nature of Grenville Street north and the intersection with Curtis Street which diverts most traffic east, it is considered that the subject site does not read as part of an intact heritage streetscape. Indeed it could be argued that the site does not read as part of the wider heritage precinct, noting that the heart of the precinct is located some distance west along Lydiard Street. Critically, in views of the site from Grenville Street, much of the building stock in the wider heritage precinct is not appreciable, and predominant views comprise the back of house areas of buildings higher up the escarpment on Camp Street.

It is assumed the site was originally included in the Heritage Overlay because of its occupation by what was once a charming two storey commercial building. Due to a fire some years ago, this building no longer exists. The site therefore offers limited contributory heritage value to the wider heritage precinct. This reinforces the notion that perhaps more flexibility in design could be accommodated at this site.

The proposed building is not mock heritage but clearly a modern addition to the streetscape. The design response is bold, featuring modern building materials and an articulated front façade. Whilst being clearly a modern design, the design response has respected the heritage character through the use of appropriate design elements, including the use of glazing, recovered face brickwork, recessed upper levels (from the northern elevation) and a blend of vertical and horizontal design elements. It is noted that no demolition of heritage buildings is proposed.

Whilst the proposal is five storeys in scale, the height of the building is not excessive having regard to the existing and future streetscape objectives contained within the Ballarat Planning Scheme. Notably, the proposal will not detrimentally impact on existing landmark buildings within the CBD. It is noted that the proposed height of the building is similar to the height of the existing landmark buildings within the CBD (such as the Town Hall, Post Office and Train Station), however whilst these landmarks are of a comparable overall height, each is located atop the ridgeline of the Yarrowee River catchment, whereas the subject site is towards the bottom of the escarpment. Consequently, there is a difference in level between the subject site and these CBD landmarks of over 10m. As such it is considered that the overall height of the proposal will not jeopardise the primacy of any of these existing landmarks in views toward the Ballarat CBD.

A number of changes to the design will be required by way of permit condition, including a maximum 9m parapet height to the Grenville Street frontage, with the upper floors recessed behind, to create a better design response to this heritage interface.

In summary, there are an infinite number of alternative designs that could be developed that would appropriately pick up on the elements of the wider heritage precinct. The design response in heritage terms is clearly responsive to the site and surrounds albeit from a singular heritage perspective is arguably not the 'ideal' outcome. Having regard to the above observations, in particular the context of the site in the wider heritage precinct, it is considered that the design response is acceptable, particularly given the further design concessions required via specified conditions.

It is stressed that it is an unusual circumstance in which the Heritage Advisor's comments are not supported. However, on balance and in considering the very site specific circumstances that apply to this proposal, it is officers' view that in this instance a departure from the Heritage Advisor's direction is justified.

Amenity Impacts

The subject site and all adjoining properties are located within a Commercial Zone, not a high amenity area, such as a Residential Zone. It is considered there will be no unreasonable amenity impacts onto adjoining properties given that overshadowing will predominantly fall onto the brick boundary wall and roof of the abutting commercial properties at 5 and 7-9 Grenville Street, as well as partly on Cattan Street during the morning, and partly on Grenville Street in the afternoon. Whilst there may be some perceived amenity impacts caused by the building height and bulk to the lower storey retail buildings abutting the site, it is noted that the Commercial 1 Zoning of the land affords less amenity protection than a Residential Zone.

A Section 173 Agreement will require the removal and reinstatement of windows on the southern façade which are proposed to be built to the boundary in the event that 7-9 Grenville Street is ever redeveloped, to ensure equitable development potential for this land.

Permit conditions will require a Construction Management Plan to ensure the construction phase is managed in a manner which minimises impacts to surrounding properties.

Car Parking and Bicycle Provision

Car and bicycle parking requirements are designated in clause 52.06 and clause 52.34 respectively, and these provisions require that a use must not commence, or the floor area of an existing use must not be increased, until the required car spaces have been provided on the land.

Parking requirements for the proposed use as required by Clause 52.06 can be summarised by:

Office

3.5 car parks per 100sqm of leasable floor area. This equates to approximately 78 spaces. 20 car parking spaces will be provided on-site. The applicant therefore seeks approval for the dispensation of the remaining 58 car parking spaces.

TrafficGroup (Traffic Engineers) have undertaken a Traffic Engineering Assessment of the proposal and have found that within the immediate area, there are a total of 722 car spaces, including 277 on-street spaces and 445 off-street spaces available to the public.

Table 2: On-Street Car Parking Survey Results – 10:00am Tuesday 24th October 2017

Restriction	Capacity	Cars Parked	Vacancies	% Occupancy
Unrestricted	21 spaces	19 cars	2 spaces	90%
3P	17 spaces	16 cars	1 space	94%
2P	94 spaces	63 cars	31 spaces	67%
1P	104 spaces	38 cars	66 spaces	37%
TOTAL	236 spaces	136 cars	100 spaces	58%

The survey of the occupancy levels of these car parks found a 90% occupancy rate of the unrestricted spaces, indicating there is little unrestricted parking nearby. The time limits imposed by the restricted parks are unlikely to cater for staff, who will require all day parking, but there is sufficient availability of 1-2 hour parking to cater for visitors to the office.

The dispensation of the statutory car parking requirement is considered acceptable having regard to the following observations:

- Availability of restricted on-street car parking to cater for visitors to the site;
- The staff requirement for long-term parking which has only limited availability nearby will encourage sustainable transport to the site, including bus, cycling and train;
- The development provides in excess of the required bicycle parks to encourage staff to cycle to work;
- The applicant will implement a green travel plan to address the car parking shortfall;
- The Ballarat Cycling Action Plan 2017 - 2025 was adopted by Council in March 2017 and shows existing bicycle routes along Sturt Street and Curtis Street (east-west) in the vicinity of the site, as well as a future north-south route along Grenville Street past the subject site, connecting to the broader network, facilitating easy access for cyclists;
- The site has excellent access to public transport including trains and buses as follows:
 - The subject site is located 350 metres walking distance from Ballarat Railway Station, and 240 metres walking distance from the Curtis Street bus interchange.
 - The bus interchanges at the railway station and at Curtis Street both serve 14 local bus routes providing access to surrounding suburbs including Brown Hill, Buninyong, Federation University, Alfredton, Canadian, Invermay Park, Wendouree, Black Hill, Delacombe, Creswick Mount Pleasant and Sepastapol
- Additional future public car parking to be provided in the CBD area by Council as highlighted in the CBD Strategy;
- In terms of car parking credits for the site, it is understood that the prior building on the site (plaster fun house) had a floor area of approximately 1300sqm with no on-site parking. This resulted in a full dispensation of approximately 52 car parking spaces. This is a similar dispensation to what is proposed as part of this application (58 spaces); and
- Council's Traffic and Transport Unit do not object to the proposal.

Council's Traffic and Transport Department have assessed the proposed car parking layout. They have indicated that the car spaces and access aisle widths generally accord with Clause 52.06-9 design standards. Swept path diagrams for vehicles entering and exiting the site and individual spaces have been provided. Although the access only provides for one-way flow this is considered acceptable as there are less than 30 movements in the peak hour and these will be highly directional being inward in the morning and outward at the end of the day.

Clause 52.34 requires 1 bicycle park per 300sqm of floor area for staff, and 1 per 1000sqm of floor area for visitors. A bicycle storage room for at least 12 bicycles is indicated on the parking level, exceeding statutory requirements. Arrangements for a bike rack for visitors in the Grenville Street frontage will be required by way of a permit condition. Permit conditions will also ensure bicycle facilities including change rooms and showers are provided to enable compliance with Clause 52.34.

Waste Collection

Waste storage areas are shown on the plans and a detailed waste management plan will be required by way of permit condition.

Loading and Unloading of Vehicles

The proposed development is not expected to generate a large need for loading and unloading facilities as the use is for an office only, not for the sale or storage of goods. Existing on-street loading bays located near the property frontage in Grenville Street are deemed sufficient to cater for smaller deliver vehicles as required. Council's Traffic and Transportation Unit did not raise concern regarding the loading facilities.

OBJECTIONS

Views from Trade Union Building at 24 Camp Street

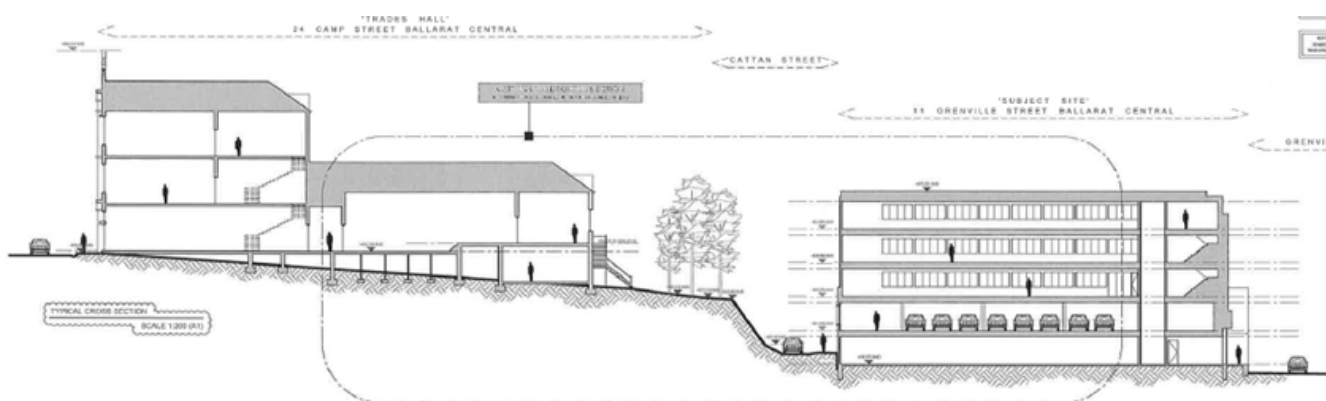
There is much used framework for how the issue of 'loss of views' should be considered. In particular, the case of *Healy & Ors v Surf Coast SC* (VCAT Ref. P362/2005) included the following passage below:

The Tribunal considers that the Tashouindis principles have now been refined to the extent that they should be re-stated as follows:

- a) *There is no legal right to a view;*
- b) *Views form part of the existing amenity of a property and their loss is a relevant consideration to take into account.*
- c) *The availability of views must be considered in light of what constitutes a reasonable sharing of those views.*
- d) *In addressing the concept of "reasonableness", it is relevant to consider:*
 - i. *the importance of the view to be lost within the overall panorama available;*
and
 - ii. *whether those objecting have taken all appropriate steps to optimise development of their own properties.*

In the case of *Van Hoof v Mornington Peninsula SC* (VCAT Ref. P1325/2009) the Tribunal held "...no policy or provisions in the Scheme or planning legislation confers a right to the whole of a view over other properties in perpetuity or can give an expectation that there must be no change. Regulation provided by the planning system is about managing change in a fair and balanced way mindful of sometimes competing planning objectives and disparate opinions"

On balance, it is considered that whilst the proposal will cause a degree of 'loss of views' from several of the east facing windows of the Trade Union Building from ground and first floor, the impacts will be quite modest and within reasonable parameters. This section of the Trade Unions building currently contains only several reasonably narrow windows, with limited existing views. The Trades Union have indicated that in the future they plan to redevelop the rear of their building and put in large viewing windows/platforms with interpretive information. At this stage, any extension to the Trades Union Building is in its embryonic stages and Council must assess the application in light of the existing context. That being said, any redevelopment of the Trades Union Building could reasonably facilitate a viewing area looking east by utilising the existing upper floors of the building which will continue to have easterly views over the top of 11 Grenville Street, or through adding an extra storey to the top of the first floor on the rear section of the building, as evident from the cross-section below.



The Trades Union have also indicated that the CBD Strategy nominated a public viewing platform from Camp Street, looking over historic Ballarat East. It is noted that this proposed public park and viewing platform has since been redeveloped for alternative purposes. The Trades Union have argued that their view is therefore the last public view from Camp Street towards the east. It is again noted that in its current form the Trades Union building does not offer an interpretive, public viewing platform – rather, a number of small office rooms are located in the rear section of the building which can be leased out to community groups. It is understood hiring fees also apply to utilising this space. The view from the Trades Union building is therefore considered to be a private view, rather than a public view, and private views are not protected or reflected in the CBD Strategy or Heritage Overlay provisions.

The new building at 11 Grenville Street will be sufficiently setback from the Trade Union building to enable adequate light to this building, and to facilitate some views to the northeast and southeast – it is only views due east being blocked from the existing ground and first floor. As stated earlier, the desired views east from the escarpment are capable of being re-located to a more advantageous position, noting the relevant planning principle from the *Healy & Ors* decision of considering whether or not those who stand to lose available views have “...taken all appropriate steps to optimise development of their own properties”.

In summary, for the above reasons, the proposal is not considered to unreasonably restrict views from the Trades Union Building at 24 Camp Street.

Signage

It is noted that the applicant has not applied for the installation of business identification signage as part of this application, and as such signage will be subject to further planning approval. Notwithstanding this, the applicant has provided some indicative signage locations showing where signage can be incorporated into the building façade without obscuring any architectural element of the building. A note will be placed on the permit confirming further planning approval is required for signage.

LEGISLATION, COUNCIL PLAN, STRATEGY AND POLICY IMPLICATIONS

Clauses relevant to the application include the following:

State Planning Policy Framework (SPPF)

11.08 Central Highlands

15.03 Heritage

Municipal Strategic Statement

21.03 Ballarat's Strategic Framework;

21.07 Economic Development

21.06 Built Form, Heritage and Design

22.05 Heritage Conservation

In addition:

- *Charter of Human Rights and Responsibilities Act 2006;*
- *Planning and Environment Act 1987;*
- *Subdivision Act 1988;*
- City of Ballarat Council Plan 2017-2021; and
- Ballarat Planning Scheme.

REPORTING AND COMPLIANCE STATEMENTS

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

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

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

Environmental/Sustainability – The building proposed in this instance meets the environmental and sustainability standards set out in the Ballarat Planning Scheme.

Economic – The proposed development and use of this major office facility will be a significant economic boost to Central Ballarat providing the opportunity to accommodate high-end white collar employment with the major multiplier effect that this delivers, along with the obvious economic input during the construction phase.

Financial /Resources – Council’s assessment of the application and management of the planning permit process has been partially met by the fees paid pursuant to the *Planning and Environment Act 1987*. In relation to the construction program, there will be incidental costs to Council in the management of the construction program and the like.

Risk Management – There are no significant risks associated with the planning permit issue. The construction program will necessitate risk assessment at each stage which will be factored into the required construction management plan.

The concerns raised by the objectors are matters that are considered to have been reasonably dealt with such that there are no major risks in this regard.

Implementation and Marketing – The advice of Council’s decision in this regard will be made public through a press release following the Council meeting.

Evaluation and Review – The construction process will be subject to review in the course of the program and the specific build form will further be reviewed upon completion.

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

1. PLP 2017 832 11 Grenville Street North Ballarat Central Photo Montage [9.1.1]
2. PLP 2017 832 11 Grenville Street North Ballarat Central Plans [9.1.2]



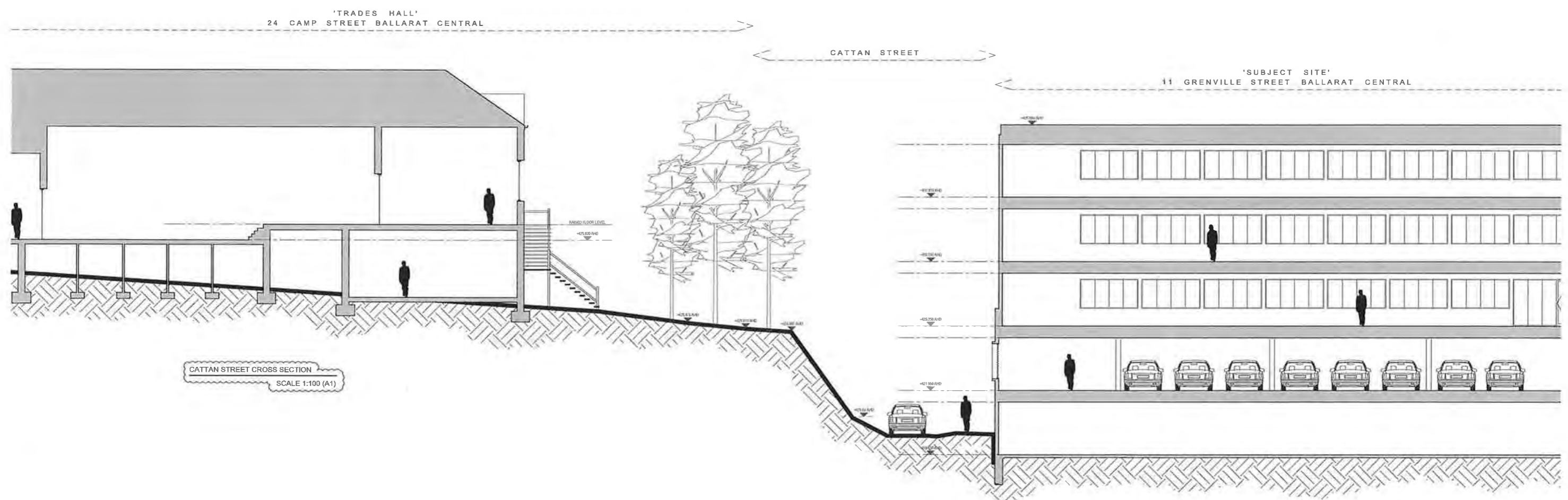
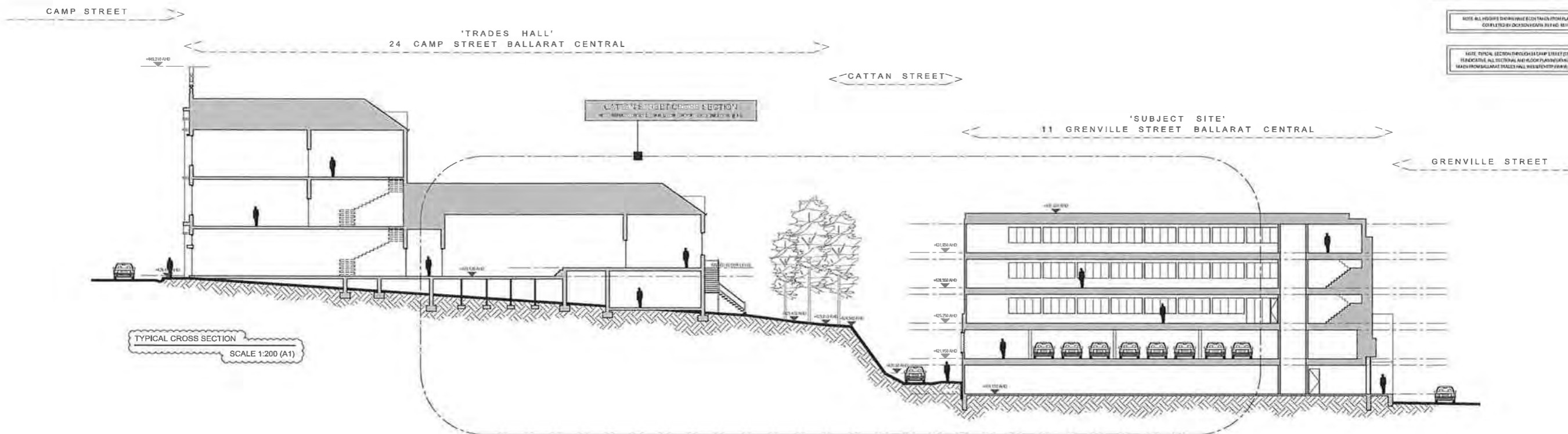




STREET VIEW PERSPECTIVE - LOOKING FROM CNR OF CURTIS AND GRENVILLE STREETS

NOTE: ALL VISIBILITY TRIANGLES MUST BE PROVIDED FROM PLAN OF SUBJECT COMPLETED BY DESIGNER/TRAFFIC ENGINEER

NOTE: TYPICAL SECTION THROUGH CAMP STREET (FRONT WALL) REPRESENTS ALL TYPICAL AND FLOOR PLANS UNLESS OTHERWISE NOTED. THIS SECTION THROUGH CATTAN STREET REPRESENTS ALL TYPICAL FLOOR PLANS UNLESS OTHERWISE NOTED.



NUMBER	DATE	REVISION

PROPOSED OFFICE DEVELOPMENT
AT 11 GRENVILLE STREET, BALLARAT CENTRAL

TOWN PLANNING DRAWINGS

PROJECT OUTLINE	
TP-01	COVER PAGE
TP-02	SITE LOCATION PLAN
TP-03	LANDMARK LOCATION PLAN
TP-04	EXISTING CONDITIONS / SITE DEMOLITION PLAN
TP-05	GROUND FLOOR DEVELOPMENT PLAN
TP-06	LEVEL ONE DEVELOPMENT PLAN
TP-07	LEVEL TWO DEVELOPMENT PLAN
TP-08	LEVEL THREE DEVELOPMENT PLAN
TP-09	LEVEL FOUR DEVELOPMENT PLAN
TP-10	ROOF PLAN
TP-11	ARTIST IMPRESSION
TP-12	ARTIST IMPRESSION
TP-13	ELEVATIONS
TP-14	ELEVATIONS
TP-15	SECTIONS
TP-16	COLORS AND MATERIALS SCHEDULE
TP-17	STREETSCAPES
TP-18	STREET VIEW PERSPECTIVE
TP-19	STREET VIEW PERSPECTIVE
TP-20	STREET VIEW PERSPECTIVE

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SITE LOCATION PLAN
SCALE 1:1500 (A1)

KEY / LEGEND

- VIALS TRAIN NETWORK SERVICE TO MELBOURNE
- PUBLIC BUS STOP
- PUBLIC CARPARKING ZONE

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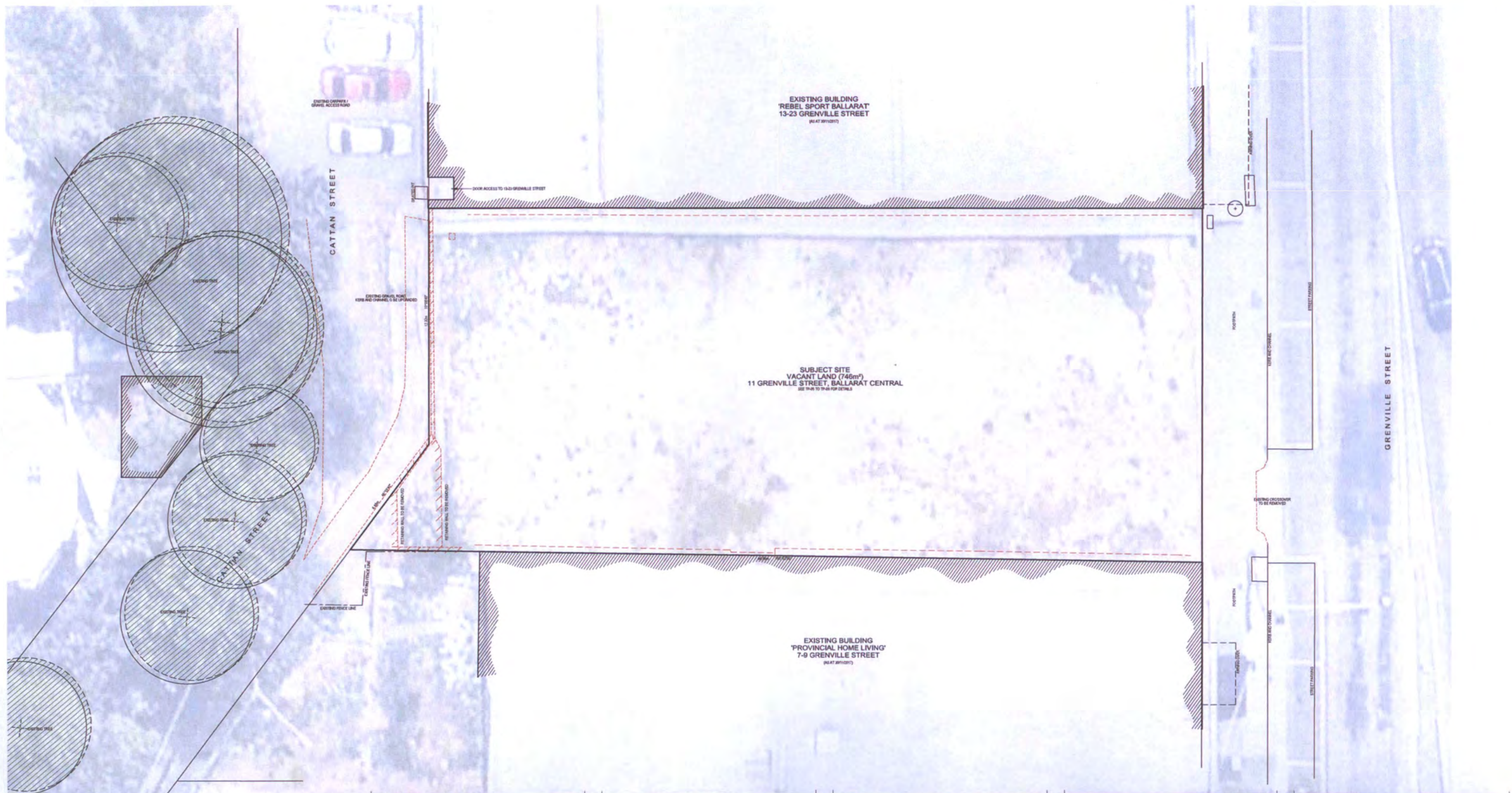


LANDMARK LOCATION PLAN
SCALE 1:1500 (A1)

KEY / LEGEND

- BUILDINGS UP TO 4 STOREYS
- BUILDINGS UP TO 6 STOREYS
- ★ KEY LANDMARK SPINES/TOWERS
- ☆ OPPORTUNITY FOR LANDMARK BUILDING





EXISTING CONDITIONS / SITE DEMOLITION PLAN
 SCALE 1:100 (A1)

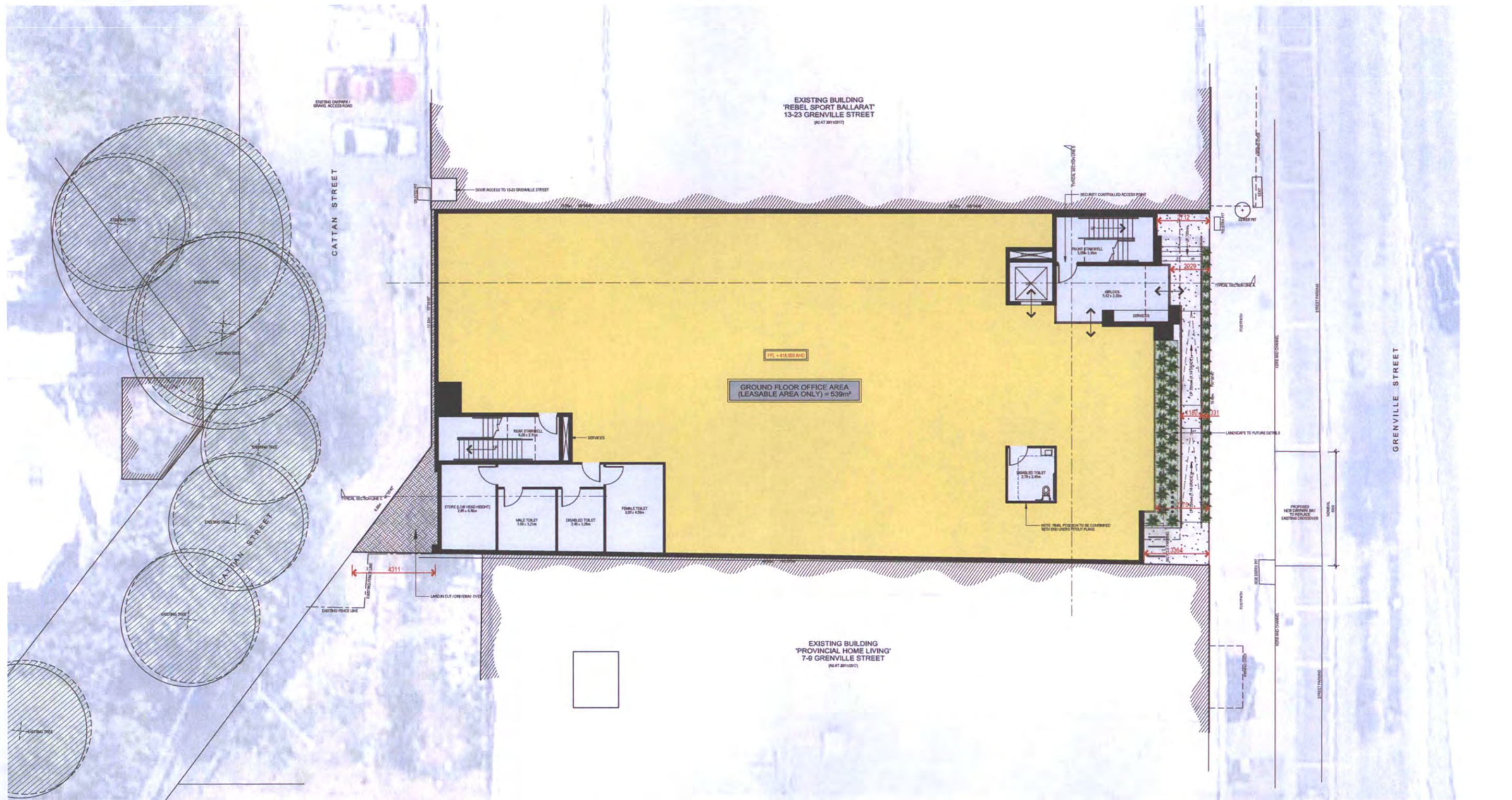
KEY / LEGEND
 NEIGHBORING BUILDING (HALL OR OUTLINE)
 EXISTING STRUCTURE TO BE REMOVED



08 DEC 2017

PROJECT NUMBER	010-00	DRAWING NUMBER	010-00
DATE	08/12/2017	STATUS	FOR TOWN PLANNING
DRAWN BY	L. BARRIS	CHECKED BY	M. P. B.
CHECKED BY	L. BARRIS	SCALE	1:100 @ A1 1:200 @ A2

REGISTERED BUILDING PRACTITIONER - CIVIL ENGINEER (P.40 990)



GROUND FLOOR DEVELOPMENT PLAN
SCALE 1:100 (A1)

FLOOR AREAS

GROUND FLOOR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	881.80m ²	73.37%
LEVEL ONE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	888.07m ²	73.89%
LEVEL TWO TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	918.76m ²	76.89%
LEVEL THREE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	912.84m ²	76.57%
LEVEL FOUR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	982.86m ²	82.70%
LEVEL FIVE SELECTIVE AREA	38.96m ²	3.28%
TOTAL BUILDING AREA OFF-ROAD (ONE + TWO + THREE + FOUR)	3008.26m ²	247.38%
TOTAL SITE AREA	1216m ²	
CAR PARKING SPACES WITHIN BUILDING (FIRST FLOOR)	23	23 CAR SPACES

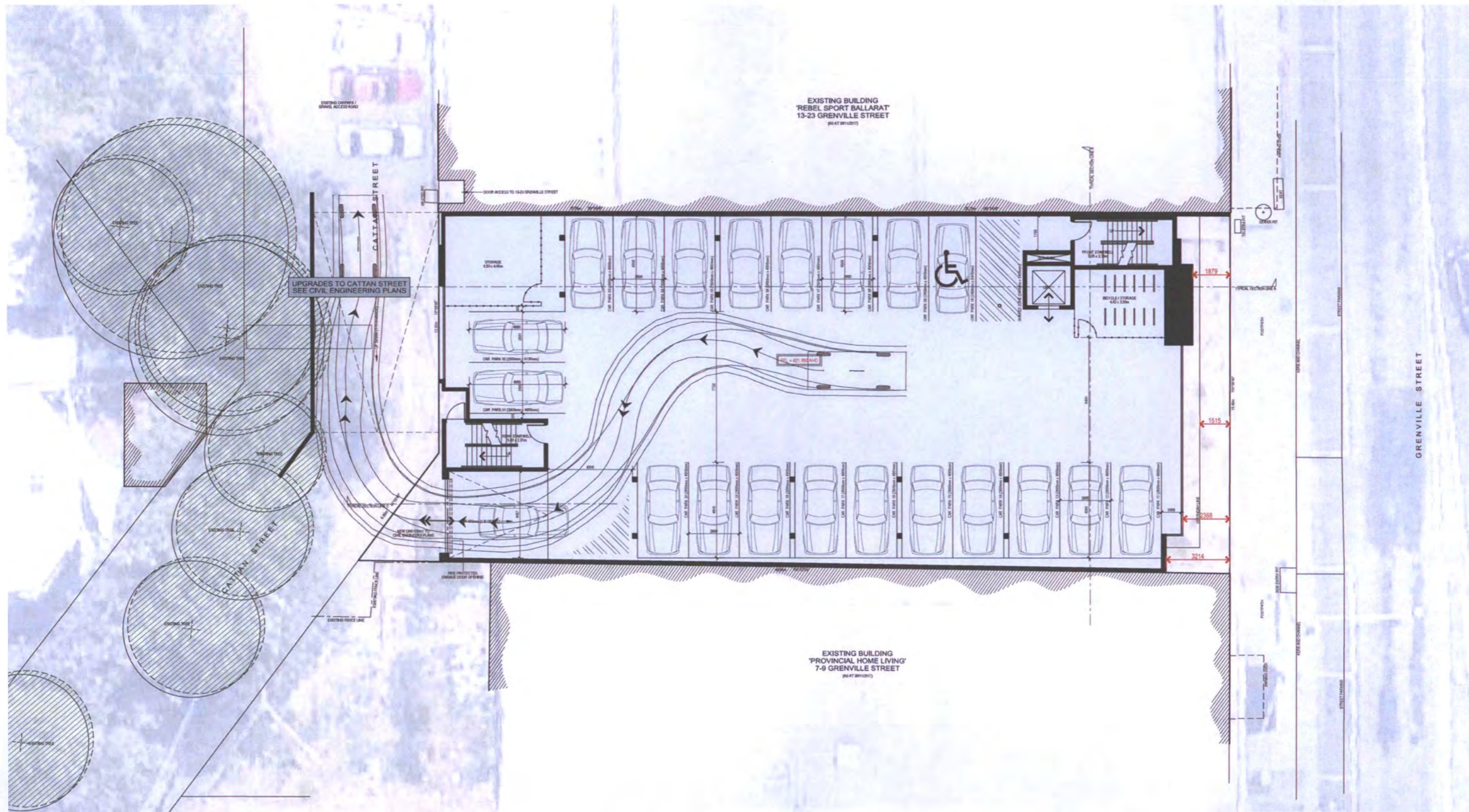
NOTE: EXTERNAL WALL SHOWN AT 100mm THICKNESS - FINAL WALL THICKNESS TO BE CONFIRMED BY CIVILIAN TAKEN WITH STRUCTURAL ENGINEER
NOTE: STRUCTURAL MEMBERS LOCATION AND SIZE SET TO BE DETERMINED BY STRUCTURAL ENGINEER AND CURRENTLY SHOWN INDICATIVE

TOTAL LEASABLE AREAS

581.74m ²	GROUND FLOOR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
581.74m ²	LEVEL ONE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
581.74m ²	LEVEL TWO OFFICE FLOOR AREA (LEASABLE AREA ONLY)
581.74m ²	LEVEL THREE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
581.74m ²	LEVEL FOUR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
581.74m ²	LEVEL FIVE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
581.74m ²	TOTAL OFFICE FLOOR AREA (LEASABLE AREA ONLY)

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PROJECT NUMBER	210406	DRAWING NUMBER	21-08
DATE	DECEMBER 2017	ISSUED FOR	FOR TOWN PLANNING
DRAWN BY	L. BARRIS	SHEET	08 OF 08
CHECKED BY	L. BARRIS	SCALE	1:100 @ A1 (200 @ A0)
REGISTERED BUILDING PRACTITIONER - LICENCE NUMBER 21-40-1992			



LEVEL ONE DEVELOPMENT PLAN
SCALE 1:100 (A1)

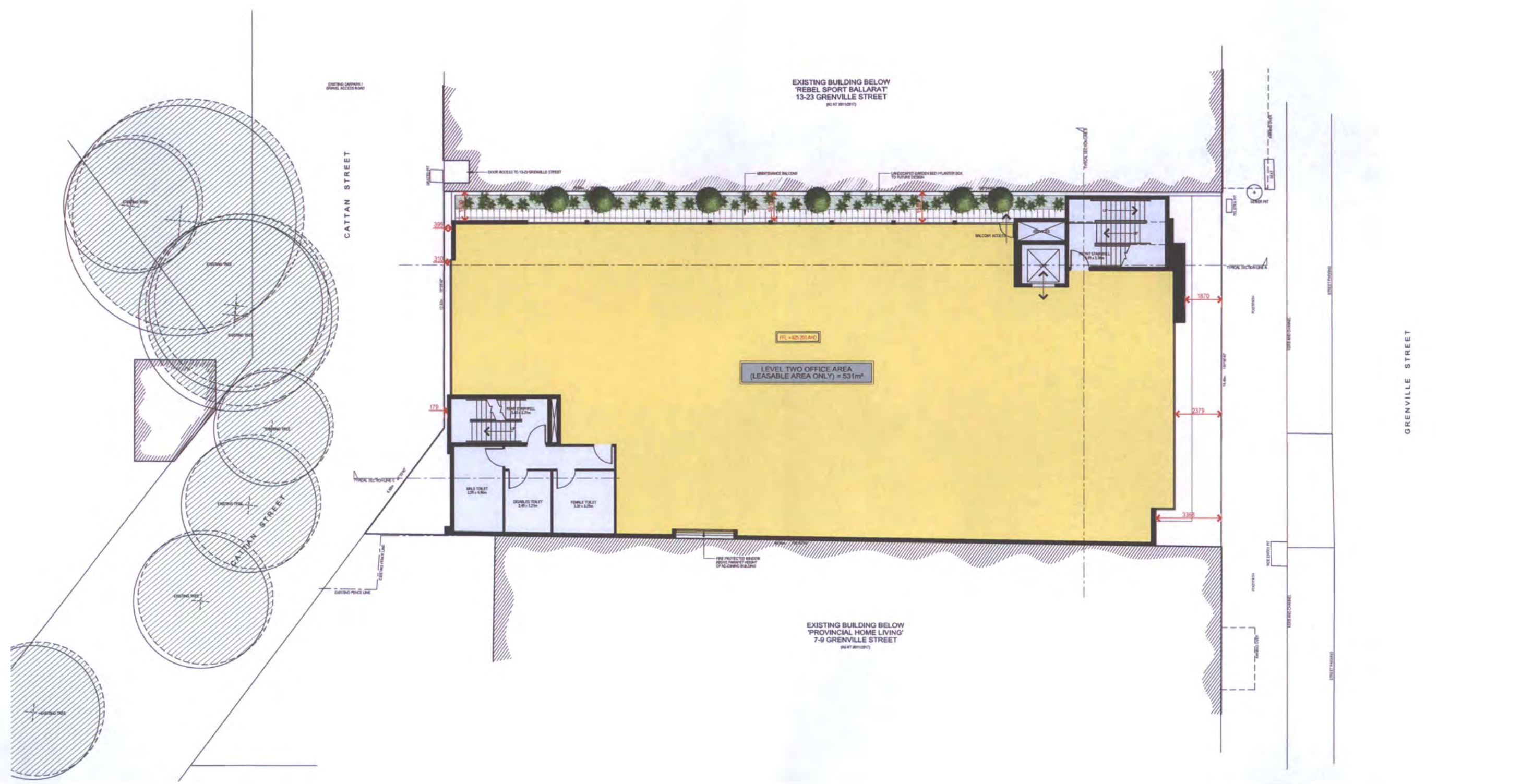
FLOOR AREAS

GROUND FLOOR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	881.80m ²	73.37m
LEVEL ONE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	886.67m ²	73.99m
LEVEL TWO TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	883.76m ²	69.89m
LEVEL THREE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	813.84m ²	68.67m
LEVEL FOUR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	782.86m ²	65.70m
LEVEL FIVE BUILDING AREA	85.94m ²	3.29m
TOTAL BUILDING AREA (GROUND - ONE - TWO - THREE - FOUR - FIVE)	3028.87m ²	262.91m
TOTAL SITE AREA	184m ²	
CAR PARKING SPACES WITHIN BUILDING (FIRST FLOOR)	81 CAR PARKS	

NOTE: EXTERNAL WALL THICKNESS 180mm THICKNESS - FINAL WALL THICKNESS TO BE CONFIRMED BY CONSULTANT WITH STRUCTURAL ENGINEER
NOTE: STRUCTURAL MEMBERS LOCATION AND SIZE YET TO BE DETERMINED (STRUCTURAL MEMBERS ARE CURRENTLY INDICATED)

TOTAL LEASABLE AREAS	
181.74m ²	GROUND FLOOR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
84m ²	LEVEL ONE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
131.33m ²	LEVEL TWO OFFICE FLOOR AREA (LEASABLE AREA ONLY)
124.89m ²	LEVEL THREE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
148.89m ²	LEVEL FOUR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
208.59m ²	TOTAL OFFICE FLOOR AREA (LEASABLE AREA ONLY)

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LEVEL TWO DEVELOPMENT PLAN
 SCALE 1:100 (A1)

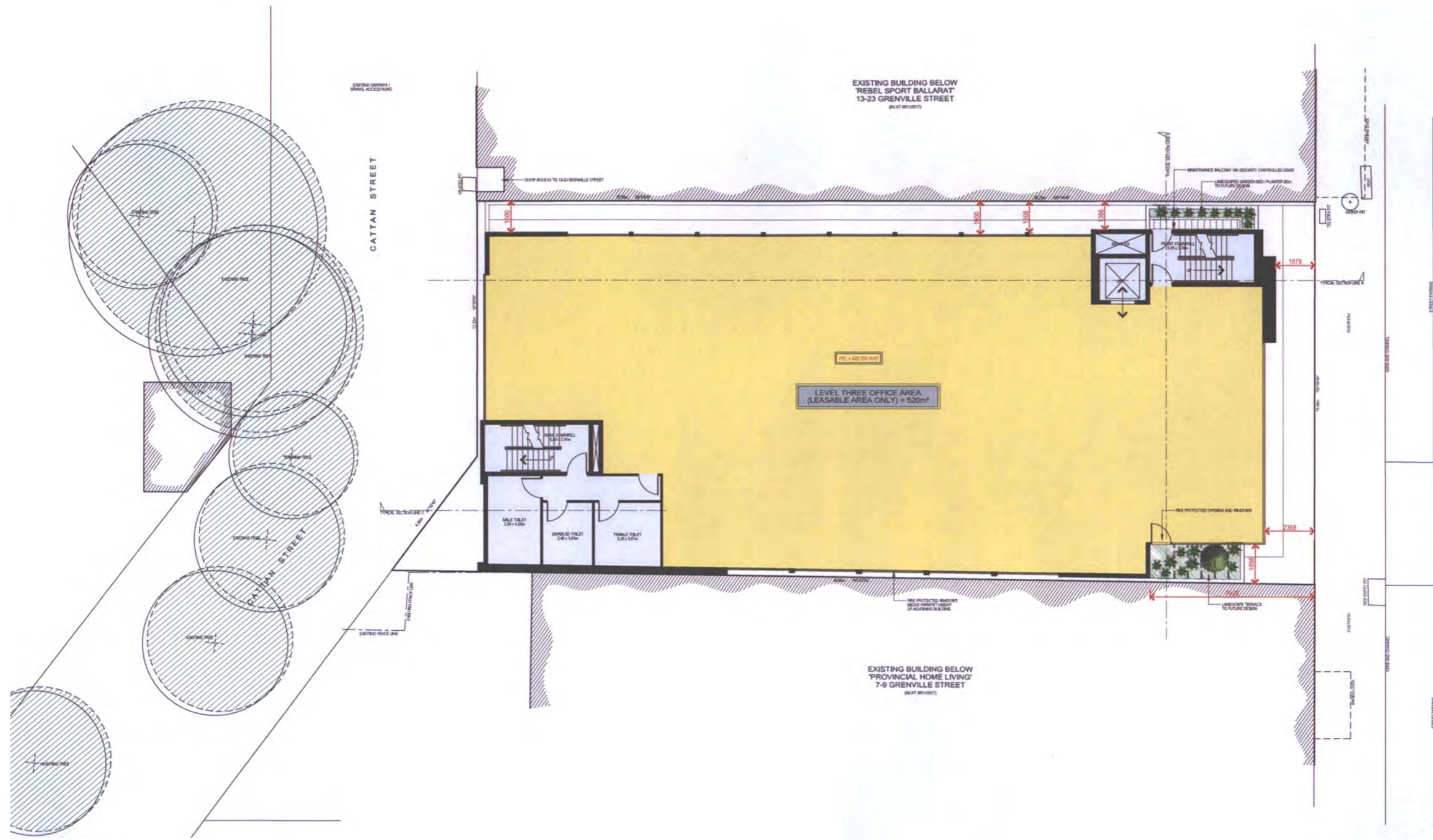
FLOOR AREAS

GROUND FLOOR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	981.96m²	73.37m
LEVEL ONE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	985.01m²	73.99m
LEVEL TWO TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	953.76m²	68.99m
LEVEL THREE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	612.86m²	46.97m
LEVEL FOUR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	582.86m²	45.70m
LEVEL FOUR BALCONY AREA	88.96m²	6.29m
TOTAL BUILDING AREA (GROUND + ONE + TWO + THREE + FOUR)	3083.36m²	240.34m
TOTAL SITE AREA	758m²	59.69m
CAR PARKING SPACES WITHIN BUILDING (FIRST FLOOR)	20 CAR PARKS	

NOTE: EXTERNAL WALL SHEATHING 150mm THICKNESS - FINISH WALL THICKNESS TO BE CONFIRMED BY CONSULTANT WITH STRUCTURAL ENGINEER
 NOTE: STRUCTURAL MEMBERS LOCATION AND BEES TO BE DETERMINED BY STRUCTURAL ENGINEER (SEE CURRENTLY SUBMITTED DRAWINGS)

TOTAL LEASABLE AREAS	
531.00m²	GROUND FLOOR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
5m²	LEVEL ONE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
531.00m²	LEVEL TWO OFFICE FLOOR AREA (LEASABLE AREA ONLY)
453.90m²	LEVEL THREE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
465.90m²	LEVEL FOUR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
208.00m²	TOTAL OFFICE FLOOR AREA (LEASABLE AREA ONLY)

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LEVEL THREE DEVELOPMENT PLAN
 SCALE 1:100 (A1)

FLOOR AREAS

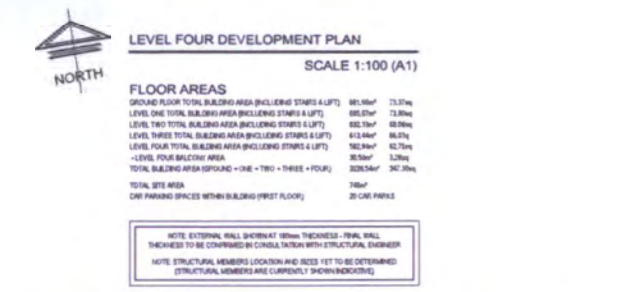
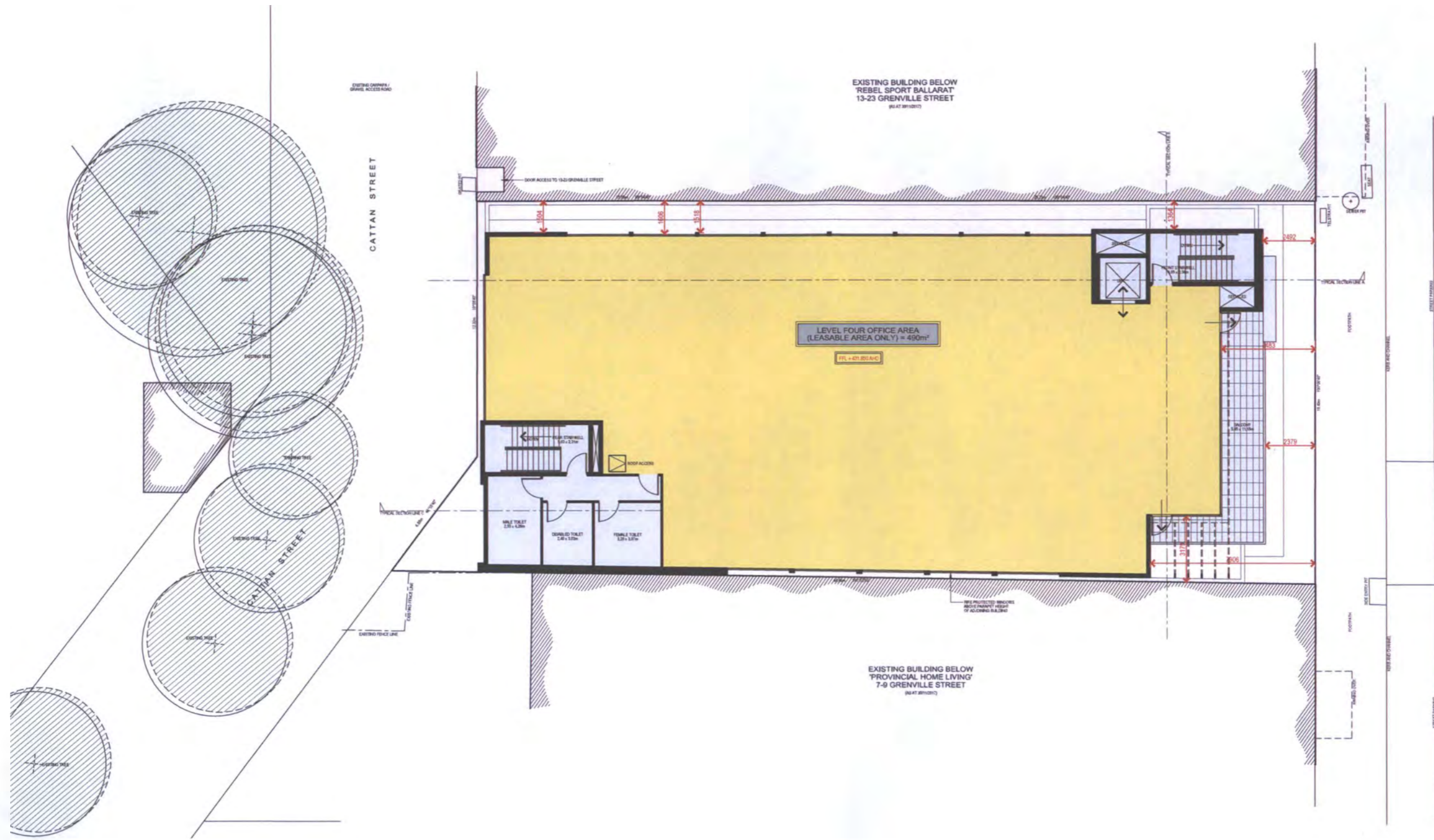
CIRCULAR SIGN TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	681.88sqm	73.37%
LEVEL ONE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	688.27sqm	73.89%
LEVEL TWO TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	632.76sqm	68.26%
LEVEL THREE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	613.84sqm	66.0%
LEVEL FOUR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	562.84sqm	60.3%
LEVEL FIVE BUILDING AREA	362.84sqm	38.9%
TOTAL BUILDING AREA (LEVELS ONE - FIVE)	3003.64sqm	321.2%
TOTAL SITE AREA	736sqm	79.4%
CAR PARKING SPACES WITHIN BUILDING (FIRST FLOOR)	20 CAR PARKS	

NOTE: EXTERNAL WALL SHOWING AT 180mm THICKNESS - FINAL WALL THICKNESS TO BE CONFIRMED BY CONSULTANT WITH STRUCTURAL ENGINEER
 NOTE: STRUCTURAL MEMBERS LOCATION AND SIZE TO BE DETERMINED BY STRUCTURAL ENGINEER AND CURRENTLY SHOWING INDICATIVE

TOTAL LEASABLE AREAS

591.74sqm	GROUND FLOOR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
647sqm	LEVEL ONE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
632.76sqm	LEVEL TWO OFFICE FLOOR AREA (LEASABLE AREA ONLY)
613.84sqm	LEVEL THREE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
562.84sqm	LEVEL FOUR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
2082.98sqm	TOTAL OFFICE FLOOR AREA (LEASABLE AREA ONLY)

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LEVEL FOUR DEVELOPMENT PLAN
 SCALE 1:100 (A1)

FLOOR AREAS

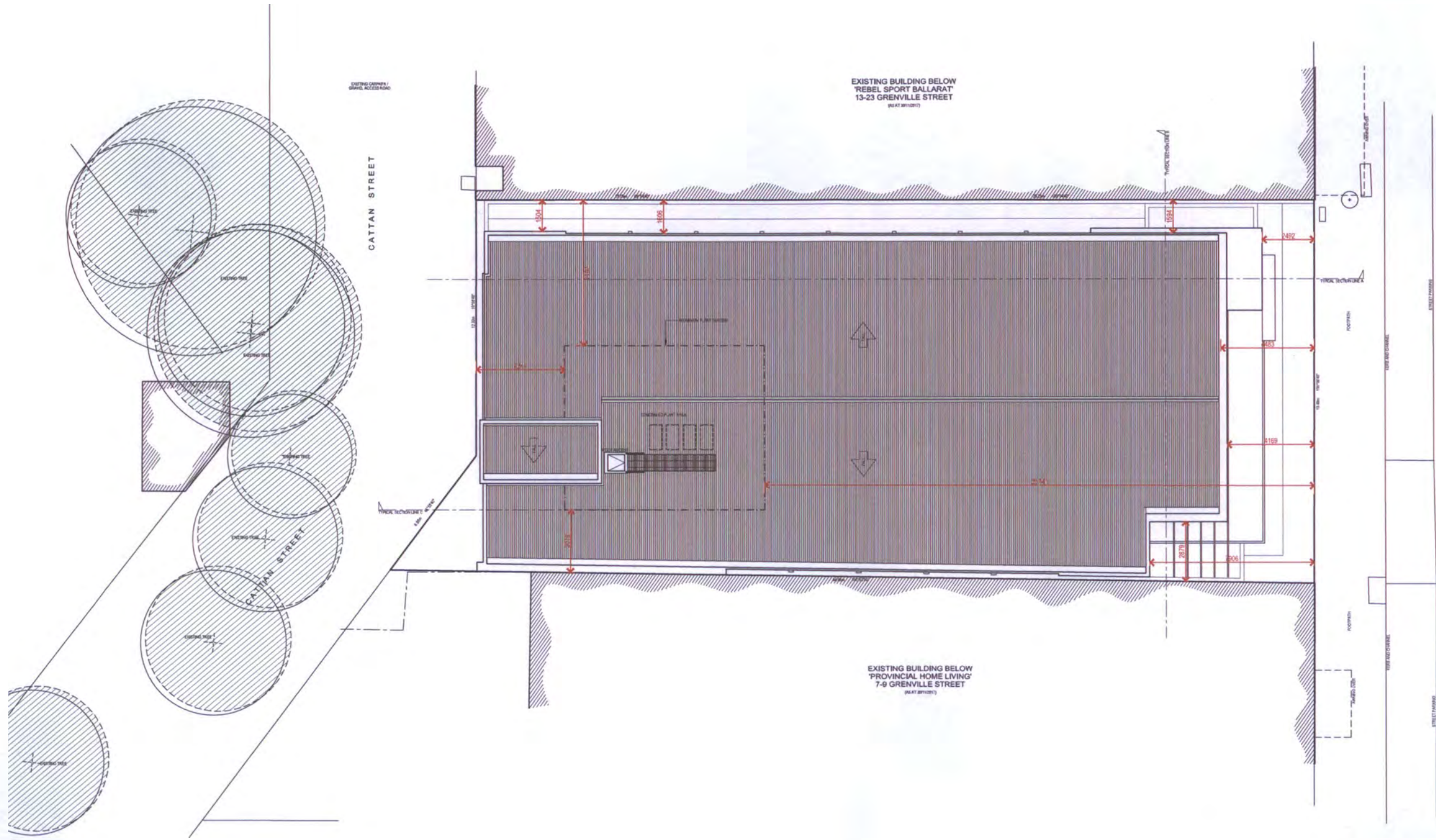
GROUND FLOOR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	861.86m ²	73.37m ²
LEVEL ONE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	885.07m ²	73.89m ²
LEVEL TWO TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	832.78m ²	69.99m ²
LEVEL THREE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	613.84m ²	46.97m ²
LEVEL FOUR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	582.84m ²	47.79m ²
LEVEL FOUR OFFICE AREA	490.00m ²	42.50m ²
TOTAL BUILDING AREA (GROUND + ONE + TWO + THREE + FOUR)	3356.89m ²	291.51m ²
TOTAL SITE AREA	3360m ²	
DRY PARKING SPACES WITHIN BUILDING (FIRST FLOOR)	20 CAR PARKS	

NOTE: EXTERNAL WALL SHEATHING 100mm THICKNESS - FINAL WALL THICKNESS TO BE CONFIRMED BY CONSULTANT WITH STRUCTURAL ENGINEER
 NOTE: STRUCTURAL MEMBERS LOCATION AND SIZES YET TO BE DETERMINED (STRUCTURAL MEMBERS AND CURRENTLY SHOWN INDICATIVE)

TOTAL LEASABLE AREAS

861.86m ²	GROUND FLOOR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
885.07m ²	LEVEL ONE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
832.78m ²	LEVEL TWO OFFICE FLOOR AREA (LEASABLE AREA ONLY)
613.84m ²	LEVEL THREE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
582.84m ²	LEVEL FOUR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
490.00m ²	LEVEL FOUR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
2062.89m ²	TOTAL OFFICE FLOOR AREA (LEASABLE AREA ONLY)

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LEVEL FOUR DEVELOPMENT PLAN
 SCALE 1:100 (A1)

FLOOR AREAS

GROUND FLOOR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	881.8m ²	73.7%
LEVEL ONE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	882.7m ²	73.8%
LEVEL TWO TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	882.7m ²	73.8%
LEVEL THREE TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	813.8m ²	68.0%
LEVEL FOUR TOTAL BUILDING AREA (INCLUDING STAIRS & LIFT)	882.8m ²	73.9%
-LEVEL FOUR BALCONY AREA	30.5m ²	2.7%
TOTAL BUILDING AREA (GROUND + ONE + TWO + THREE + FOUR)	3323.6m ²	281.2%
TOTAL SITE AREA	786m ²	66.3%
ON-SITE PARKING SPACES WITHIN BUILDING (FIRST FLOOR)	25 CAR SPACES	

NOTE: EXTERNAL WALL SHOWN AT 100mm THICKNESS - FINAL WALL THICKNESS TO BE CONFIRMED BY CONSULTATION WITH STRUCTURAL ENGINEER
 NOTE: STRUCTURAL MEMBERS LOCATION AND SIZES YET TO BE DETERMINED (STRUCTURAL MEMBERS ARE CURRENTLY SHOWN INDICATIVELY)

TOTAL LEASABLE AREAS	
881.8m ²	GROUND FLOOR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
882.7m ²	LEVEL ONE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
882.7m ²	LEVEL TWO OFFICE FLOOR AREA (LEASABLE AREA ONLY)
813.8m ²	LEVEL THREE OFFICE FLOOR AREA (LEASABLE AREA ONLY)
882.8m ²	LEVEL FOUR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
30.5m ²	LEVEL FOUR OFFICE FLOOR AREA (LEASABLE AREA ONLY)
3323.6m ²	TOTAL OFFICE FLOOR AREA (LEASABLE AREA ONLY)

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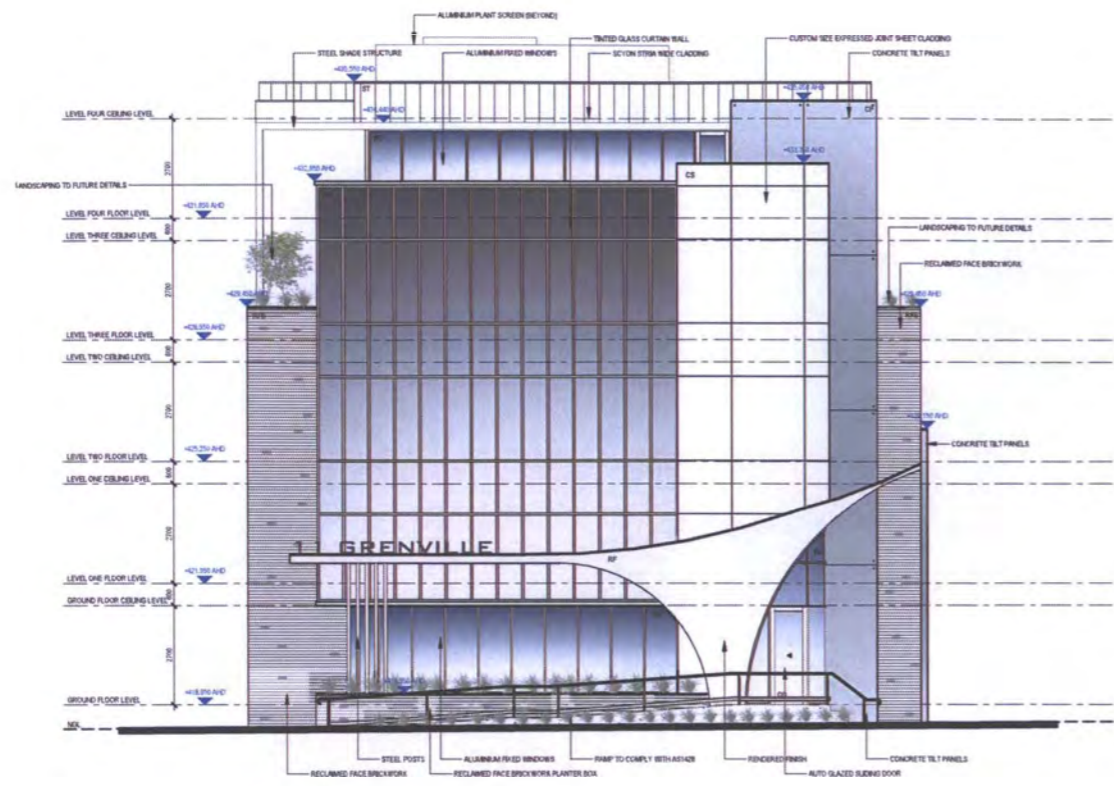


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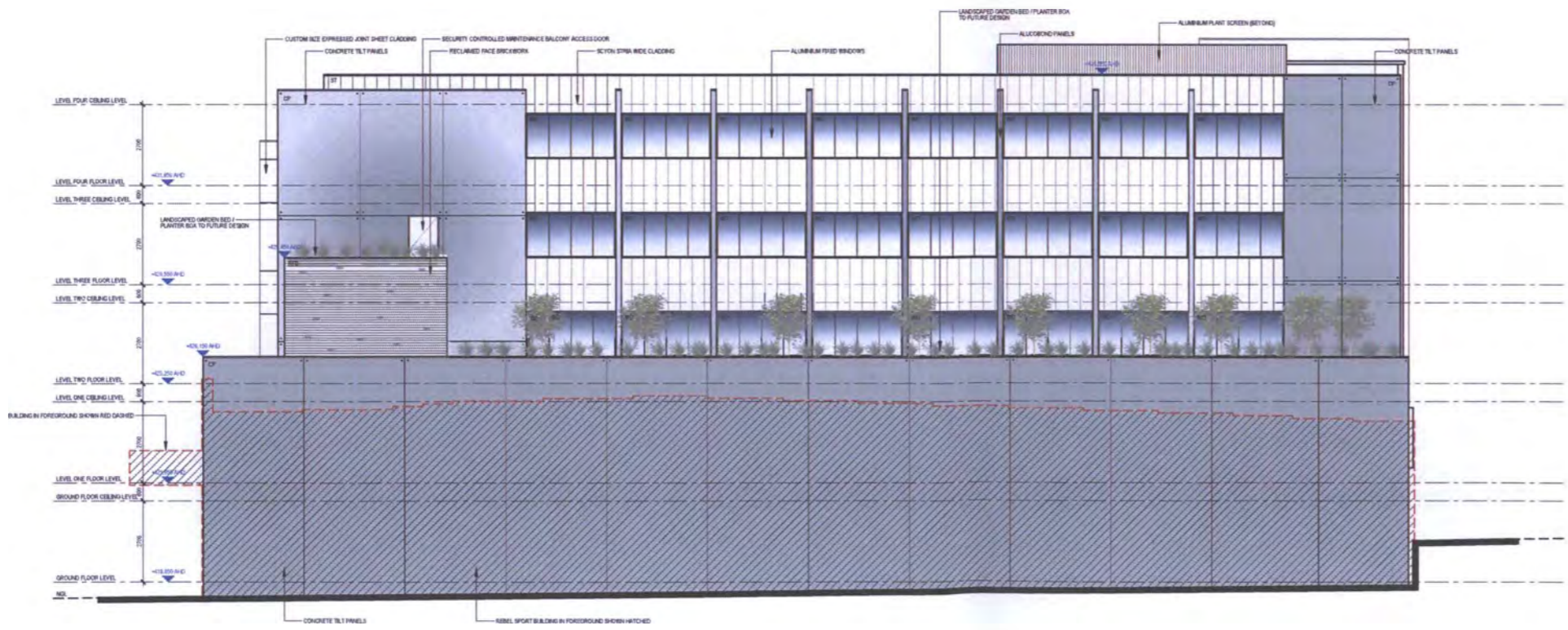
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0-8 DEC 2017

PROJECT NUMBER: 17012	DRAWING NUMBER: 17012
DATE: DECEMBER 2017	STATUS: FOR TOWN PLANNING
DRAWN BY: L. BRADY (P. 27/16)	SHEET: 12 OF 20
CHECKED BY: L. BRADY	SCALE:
REGISTERED BUILDING PRACTITIONER - LINE NUMBER 0740 9910	



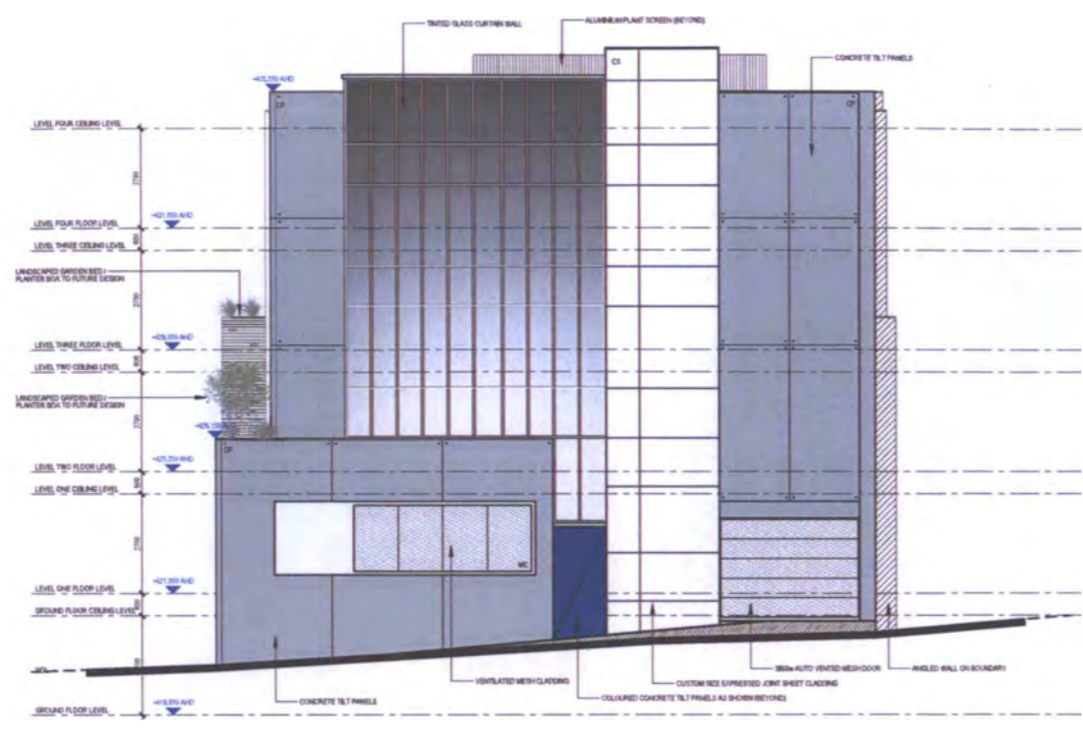
EAST ELEVATION
SCALE 1:100 (A1)

KEY / LEGEND			
RECLAIMED	FINISHED SURFACE LEVEL / HEIGHT	RF	REMARKED FINISH
CP	CONCRETE TILT PANELS	RS	RECLAIMED FACE BRICKWORK
CS	CUSTOM SIZE EXPRESSED JOINT SHEET CLADDING	ST	SECTION STRIP WIDE CLADDING
GD	GLAZED DOOR	RD	RECLAIMED FACE BRICKWORK
MC	VENTILATED MESH CLADDING		



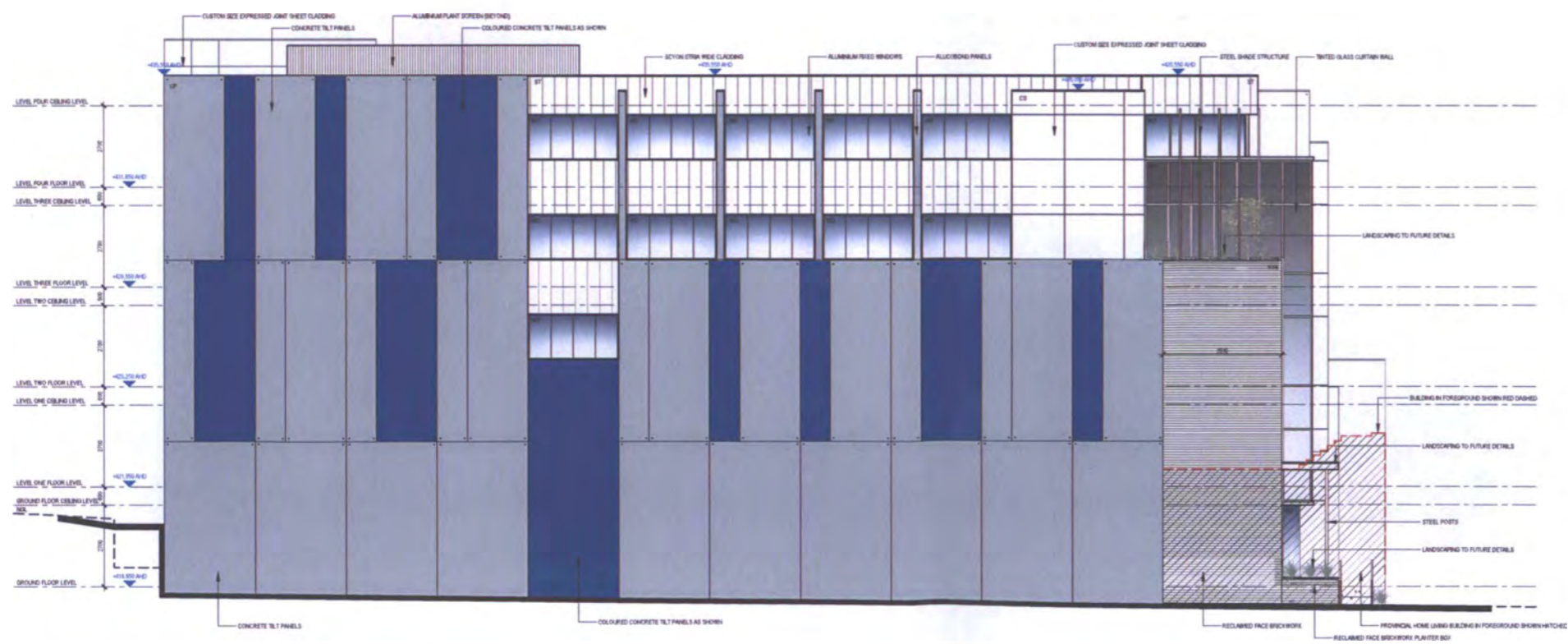
NORTH ELEVATION
SCALE 1:100 (A1)

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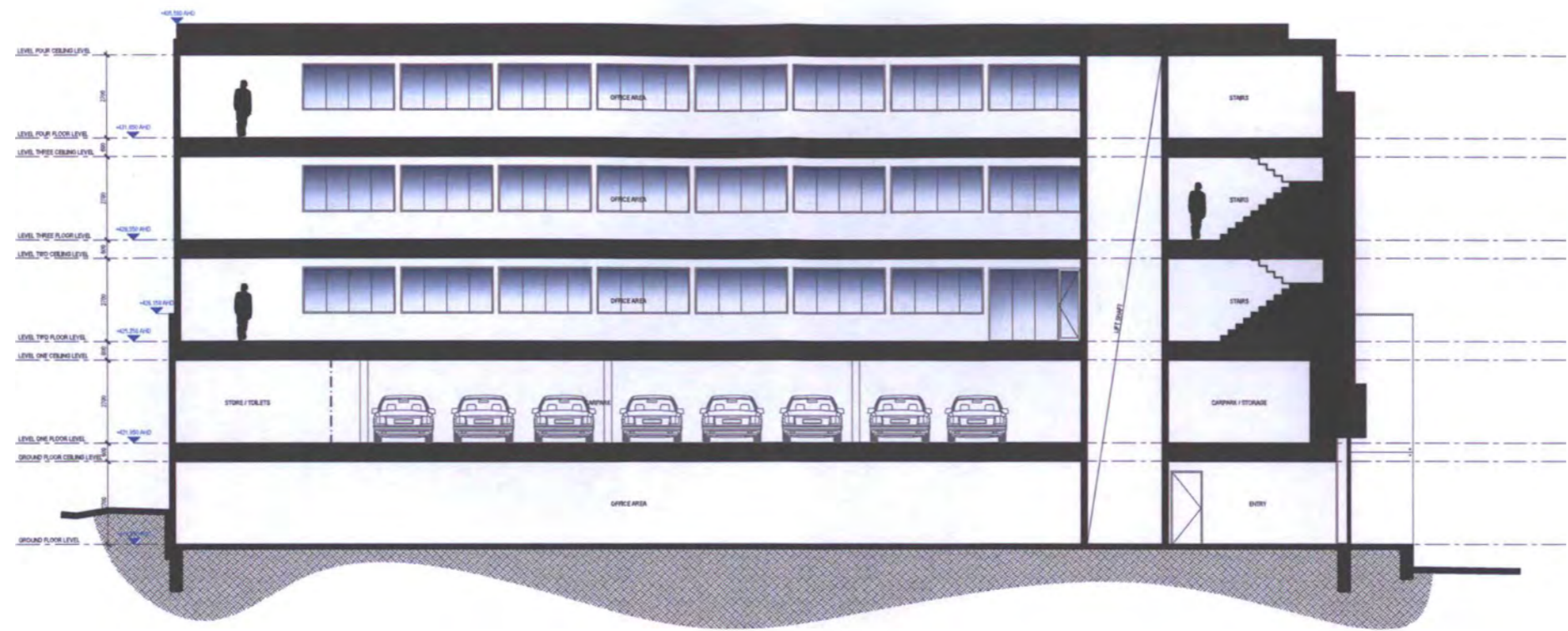
WEST ELEVATION
 SCALE 1:100 (A1)

KEY / LEGEND			
HAIR AND	FINISHED SURFACE LEVEL HEIGHT	WF	FORMER FINISH
CP	CONCRETE TILT PANELS	SPS	RECLAIMED FACE BRICKWORK
CS	CUSTOM SEE EXPRESSED JOINT SHEET CLADDING	ST	SECTION EXTRA WIRE CLADDING
SD	SLATED ROOF	WD	WOOD FINISHING
ME	VENTILATED MESH CLADDING		

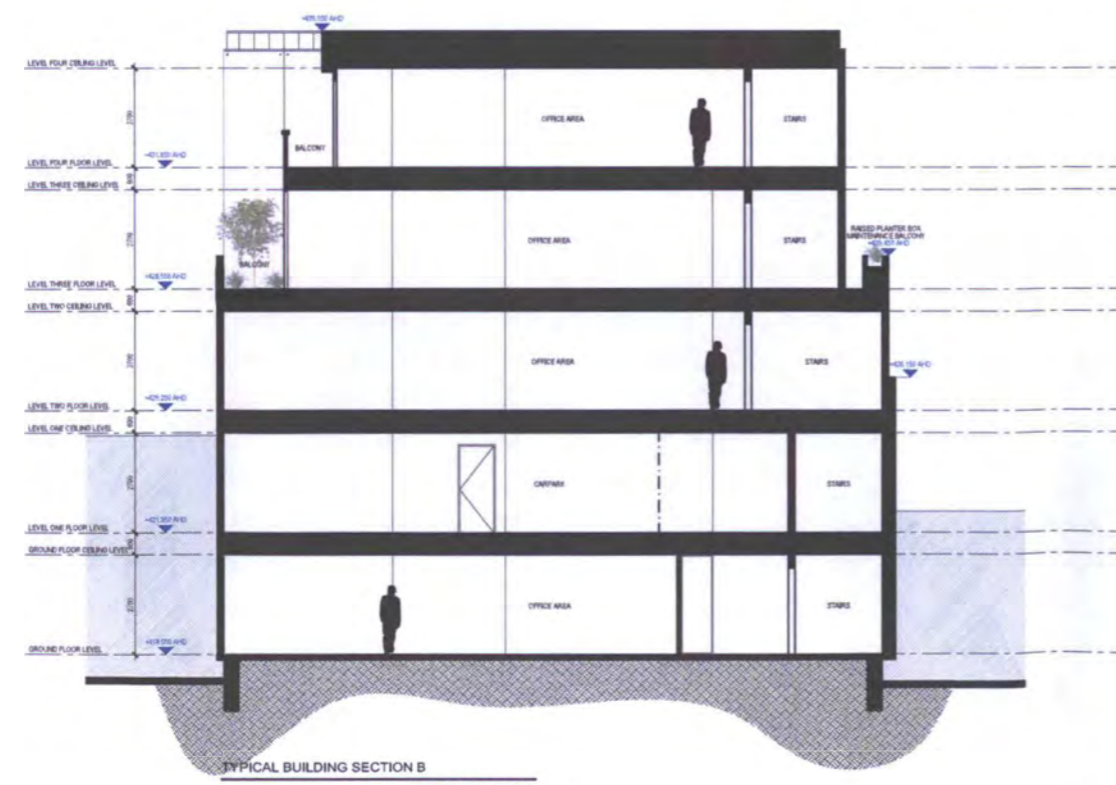


SOUTH ELEVATION
 SCALE 1:100 (A1)

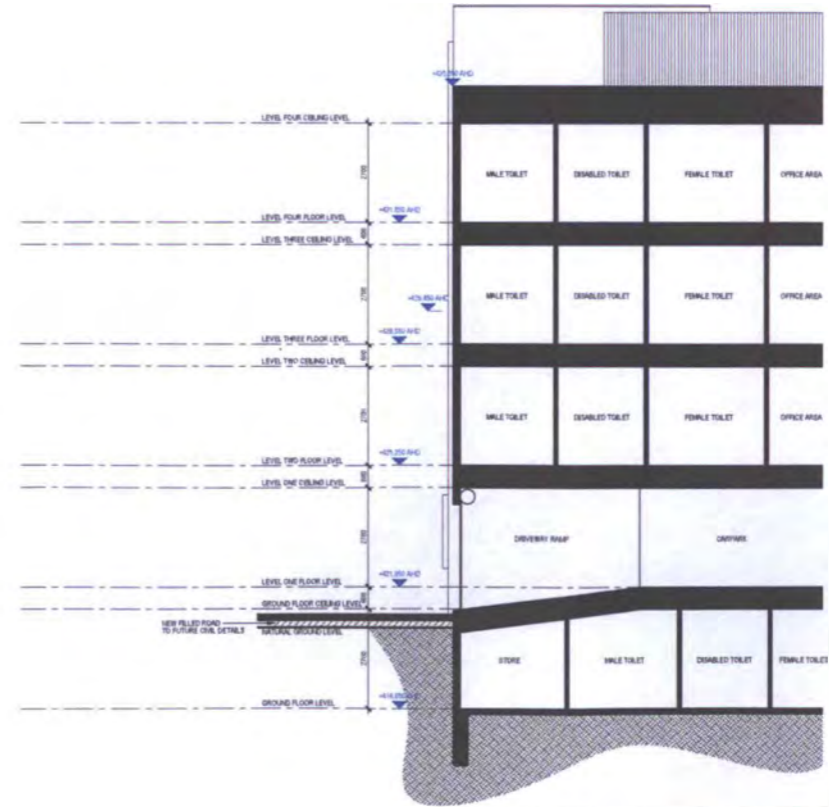
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TYPICAL BUILDING SECTION A
 SCALE 1:100 (A1)

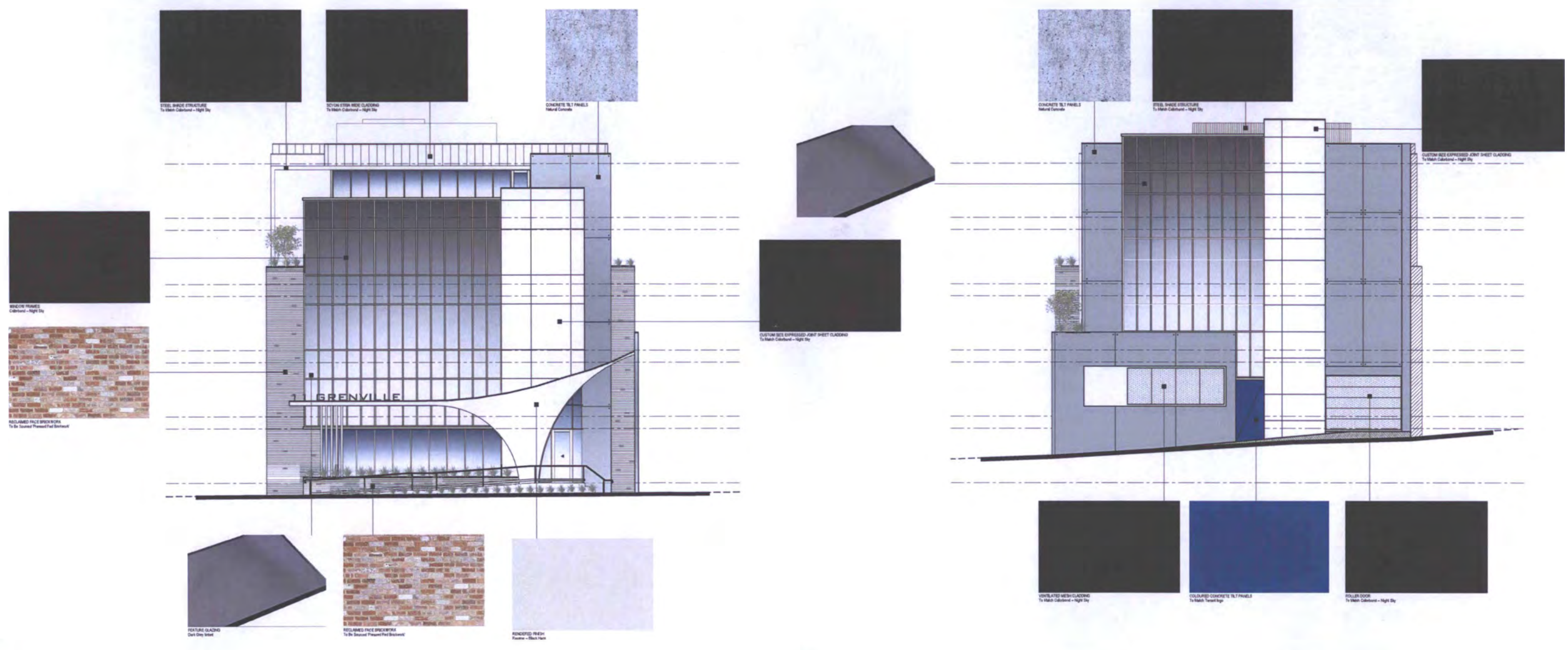


TYPICAL BUILDING SECTION B
 SCALE 1:100 (A1)



TYPICAL BUILDING SECTION C
 SCALE 1:100 (A1)

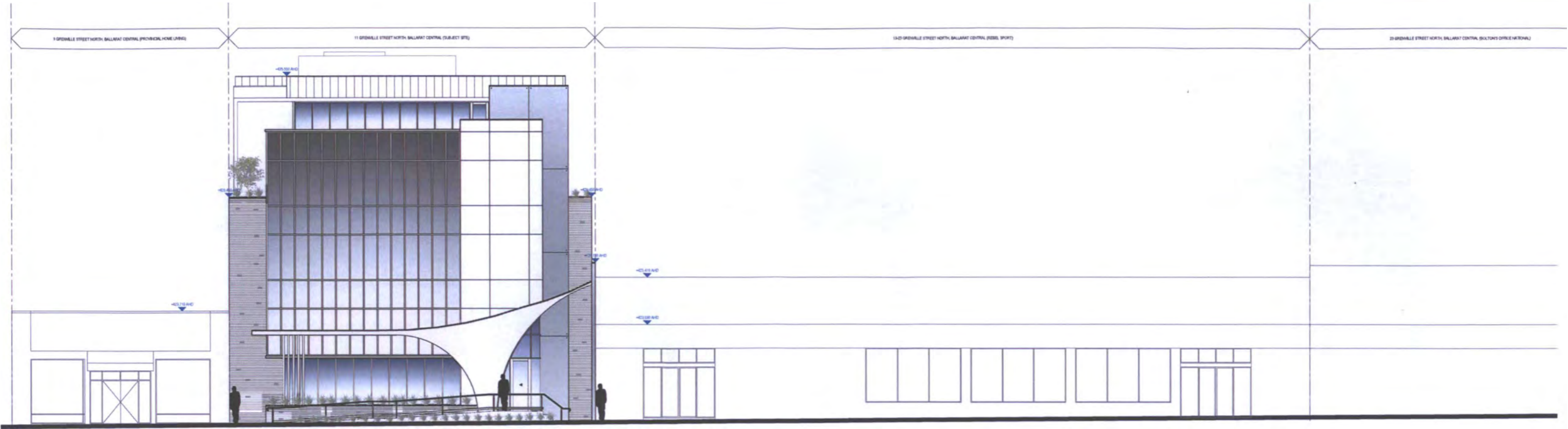
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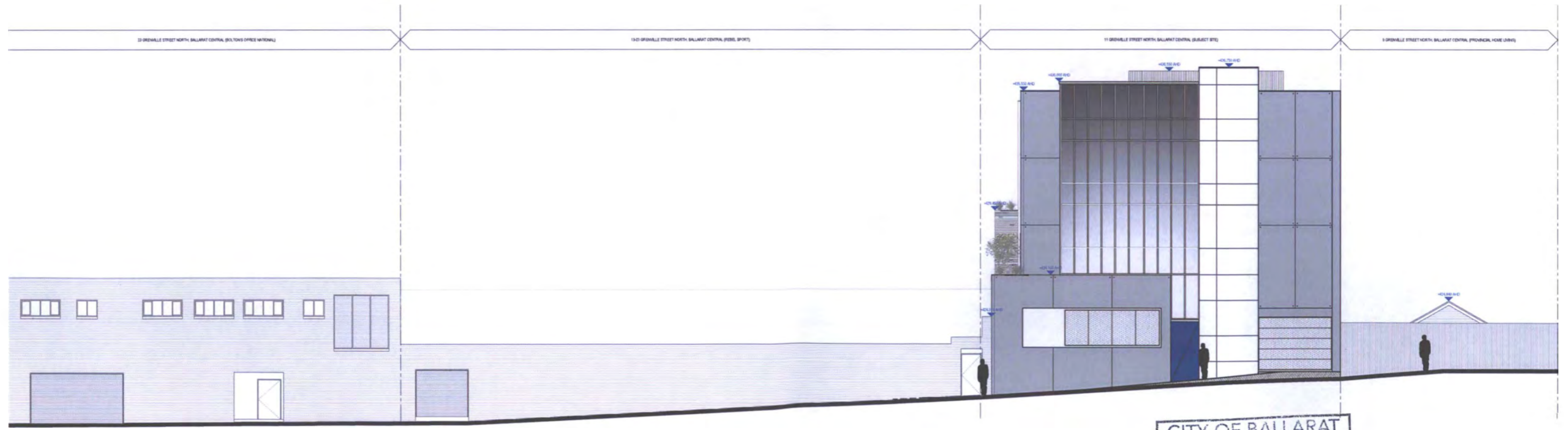
The material and colour swatches shown is intended as a guide only
COLOURS AND MATERIALS SCHEDULE
 SCALE 1:100 (A1)

EXTERNAL FINISHING SCHEDULE			
REGULATED FACE BRICKWORK	To Be Sourced Pressed Red Brickwork	ROLLER DOOR	To Match Coloured - Night Sky
RENDERED FRESH	Render - Black Hair	VENTILATED MESH CLADDING	To Match Coloured - Night Sky
WINDOW / DOOR FRAMES	Coloured - Night Sky	SCYON STRIP MESH CLADDING	To Match Coloured - Night Sky
FEATURE GLAZING	Dark Grey Inset	CONCRETE TILT PANELS	Natural Concrete
CUSTOM BEE EXPRESSED JOINT SHEET CLADDING	To Match Coloured - Night Sky	COLORATED CONCRETE TILT PANELS	To Match Teak Top Edge
ALUMINIUM SCREEN	To Match Coloured - Night Sky	STEEL BRACE STRUCTURE	To Match Coloured - Night Sky

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GRENVILLE STREET STREETScape
SCALE 1:100 (A1)



CATTAN STREET STREETScape
SCALE 1:100 (A1)

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STREET VIEW PERSPECTIVE - LOOKING SOUTH LEAF, CNR MAIR AND LYDIARD STREETS

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SUBJECT BUILDING
11 GRENVILLE STREET

COFFEE PALACE LANE (ADJACENT TRAIN STATION SHEDS)

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STREET VIEW PERSPECTIVE - LOOKING EAST, CAMP STREET

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9.2. PLP/2018/200 331 MAIR STREET BALLARAT CENTRAL EXTENSION TO LICENSED AREA AND LICENSED HOURS ASSOCIATED WITH GENERAL LIQUOR LICENCE, INCREASE IN PATRON NUMBERS AND ASSOCIATED REDUCTION IN CAR PARKING AND BICYCLE PARKING

Division: Development and Planning
Director: Terry Demeo
Author/Position: Jade Erwin - Statutory Planner

OFFICER RECOMMENDATION

Council resolves to:

Issue Planning Permit PLP/2018/200 for the land located at 331 Mair Street, Ballarat Central for an extension to the licensed area and licensed hours associated with the General Liquor Licence, an increase in patron numbers and associated reduction in car parking and bicycle parking subject to the following Conditions:

1. **Layout Not Altered**
The layout of the uses on the endorsed plans must not be altered without the further written consent of the Responsible Authority.
2. **Limit on Number of Patrons**
Without the prior written consent of the Responsible Authority, not more than 240 patrons may be present on the premises at any one time.

If a lesser number of patrons is determined acceptable by a Registered Building Surveyor and/or the Victorian Commission for Gambling and Liquor Regulation, the lesser number will apply.
3. **Sale and Consumption of Liquor – Hours**
Without the prior written consent of the Responsible Authority, the sale and consumption of liquor shall only occur within the licensed area between the following hours:
 - 7am to 12am (midnight) – Monday to Sunday.
4. **Amenity**
The use and development must be managed so that the amenity of the area is not detrimentally affected, through the:
 - a) transport of materials, goods or commodities to or from the land;
 - b) appearance of any building, works or materials;
 - c) emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil; and
 - d) presence of vermin or otherwise;

In the event of any nuisance being caused to the neighbourhood by activities related to the use and development the Responsible Authority may direct, in writing, such actions or works, as deemed appropriate, to eliminate or mitigate such nuisance be undertaken.

5. Provision of Seating

Tables and chairs must be placed on the premises so as to be available for at least 75% of patrons attending the premises at any one time.

6. Sale and Consumption of Liquor

The predominant activity carried out on the premises must be the preparation and serving of meals for consumption on the premises.

7. Patron Management Plan

Before the use starts, a Patron Management Plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will form part of the permit. Three copies of the plan must be submitted. The plan must include but is not limited to:

- a) Staffing and security arrangements for the premises designed to ensure the orderly arrival and departure of patrons;
- b) Signage to be used to encourage responsible off-site patron behaviour;
- c) The training of staff in the management of patron behaviour;
- d) Measures to control noise emissions from the premises;
- e) Measures to ensure external doors are kept closed during events and at all times whilst entertainment music is being played.
- f) Measures to manage patrons queuing to enter the premises;
- g) Collection of rubbish from roads, car parks and public reserves in the vicinity of the premise and external areas used by premise patrons; and
- h) A documented complaint response procedure to the satisfaction of the Responsible Authority including the provision of a:
 - Contact point during hours of operation;
 - Investigation and assessment process; and
 - Record management of complaints and corrective action taken to resolve the concern.

The Patron Management Plan must be implemented to the satisfaction the Responsible Authority. The patron management plan must not be modified unless with the further written consent of the Responsible Authority.

8. Management / Supervision of Premises

At all times during the operation of the use, there must be present on the premises a person over the age of eighteen (18) years who is responsible for ensuring that the activities on the premises and the conduct of persons attending the premises do not have a detrimental impact on the amenity of the locality to the satisfaction of the Responsible Authority (referred to in this permit as "the Manager").

The Manager must be authorised by the operator under this permit to make statements at any time on his / her behalf to any officer of the Responsible Authority and to Victoria Police and/or Liquor Licensing Victoria authorised under section 129 of the *Liquor Control Reform Act 1998*; and/or to take action on his/her behalf in accordance with a direction by such officer.

9. Background Music Only

The provision of music and entertainment on the premises must be limited to background music or entertainment by performers using non-amplified instruments unless with the further written consent of the Responsible Authority.

No external announcements or music is to be amplified externally from the building.

10. Noise from Premises

Noise levels emanating from the premises must not exceed those required to be met under State Environment Protection Policy (Control of music noise from public premises) No. N-2. Any works required to ensure and maintain the noise levels from the premises in compliance with this policy must be completed prior to the commencement of the use or occupation of the site and maintained thereafter, all to the satisfaction of the Responsible Authority.

11. Security Measures

- a) On-site security lighting, appropriately baffled to prevent light glare, shall be provided to the satisfaction of the Responsible Authority;
- b) Video surveillance cameras and recorders to monitor and record all public entrances to the premises must be installed and maintained whilst the premises is open for business and $\frac{1}{2}$ an hour after closure. These tapes must be retained for thirty (30) days and made available for viewing and / or removal at all times by an authorised police officer or an authorised officer of Liquor Licensing.

All security measures must be installed prior to the occupation of the site and maintained to the satisfaction of the Responsible Authority.

12. Management of Waste – Bottle Crusher

Prior to the commencement of the use, plans detailing the location of an internal bottle crusher must be submitted to the Responsible Authority. Once approved, the bottle crusher must be used to dispose of all empty bottles to the satisfaction of the Responsible Authority.

13. Permit Expiry

This Permit will expire if:

- a) The use does not start within two (2) years of the date of the permit;
or
- b) Once commenced, if the use is discontinued for a period of two years.

The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards (for a request to extend the time to commence the use).

NOTES:***Tobacco Act 1987***

An application for, and assessment of, outdoor drinking and dining compliance under the *Tobacco Act 1987* must be made with Council's Environmental Health Unit prior to its construction and use. Detailed floor and elevation plans will form the basis of that assessment and must be submitted for initial approval. A schedule of fixtures fittings and materials used for the fit out is also required.

Any proposed alteration to food or liquor licensed premises for the purpose of facilitating the consumption of tobacco products must be designed in accordance with requirements of the Smoke Free Guide: Licensed Premises and Outdoor Dining or Drinking Areas.

14. *Building Act 1993*

This permit does not constitute any authority to carry out any building works or occupy the building or part of the building unless all relevant building permits are obtained. The works hereby approved must accord with the requirements of the *Building Act 1993*, Building Regulations 2006 and Building Code of Australia 2014.

Sanitary and amenity facilities must be provided in accordance with the requirements of the Building Code of Australia.

15. *Food Act 1984*

An application for, and assessment of, food premises construction compliance under the *Food Act 1984* must be made with Council's Environmental Health Unit prior to its construction and use. Detailed floor and elevation plans will form the basis of that assessment and must be submitted for initial approval. A schedule of fixtures fittings and materials used for the fit out is also required.

Any proposed alteration to a food premises must be designed in accordance with requirements of the FSANZ Food Standards Code and Australian Standard 4674

EXECUTIVE SUMMARY

On 3 April 2018 an application was lodged for the extension to the licensed area and licensed hours associated with the General Liquor Licence, an increase in patron numbers and associated reduction in car parking and bicycle parking at 331 Mair Street, Ballarat Central. The application was advertised and Council has received no objections. It is recommended that Council issue a Planning Permit subject to Conditions.

APPLICATION DETAILS

Applicant:	The Pub with Two Names Pty Ltd
Owner:	D Bromley and G Bromley
Date Lodged:	3 April 2018
Subject Site:	331 Mair Street Ballarat Central
Current use:	Hotel/Pub
Zone:	Commercial 1 Zone (C1Z)
Overlays:	Heritage Overlay (HO171)
Permit triggers:	Clause 52.27 – licensed premises Clause 52.06 – car parking reduction Clause 52.34 – bicycle parking reduction
Ward:	Central
Number of Objections:	None
Mediation Meeting:	No
Council Referral Trigger:	Liquor Licence
Covenant or S173	No
CHMP Required:	No

PROPOSAL

The "Pub with Two Names" (commonly known as the Peter Lalor or the Highlander hence its official name) has recently re-opened and currently contains an approved General Liquor Licence. This application proposes an amendment to the approved liquor licence to increase the licensed area to incorporate the rear part of the building known as 'the Stables', to increase patron numbers from 120 to 240, and to increase licensed hours from 11pm to 12am (midnight). Notably, the stables area at the Doveton Street side of the building has previously held a liquor licence however this had previously expired prompting the need for a new planning permit.

The current and proposed licensed details are shown below:

Current maximum patron numbers:
120 patrons:

Proposed maximum patron numbers:
240 patrons

Current licensed hours:

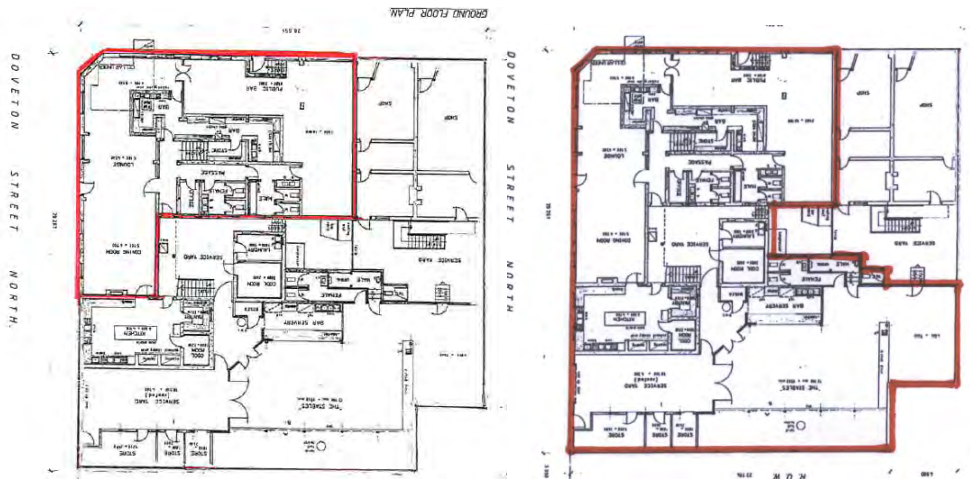
7am to 11pm – Monday to Sunday:
Sunday.

Proposed licensed hours:

7am to 12am (midnight) – Monday to

Current licensed area:

Proposed licensed area:



The increased patron numbers has also prompted the applicant to apply for a reduction in the car parking requirements set out at Clause 52.06 and bicycle parking requirements at Clause 52.34. A Parking Impact Assessment Report was submitted with the application which indicates that the site was previously licensed for up to 400 patrons. A copy of the Parking Impact Assessment Report is provided at Attachment 1.

SITE AND SURROUNDS

The subject site is located on the corner of Mair Street and Doveton Street North. The rectangular shaped site measures approximately 700 square metres and currently contains a double storey hotel which has recently been renovated and reopened as the "Pub with Two Names".

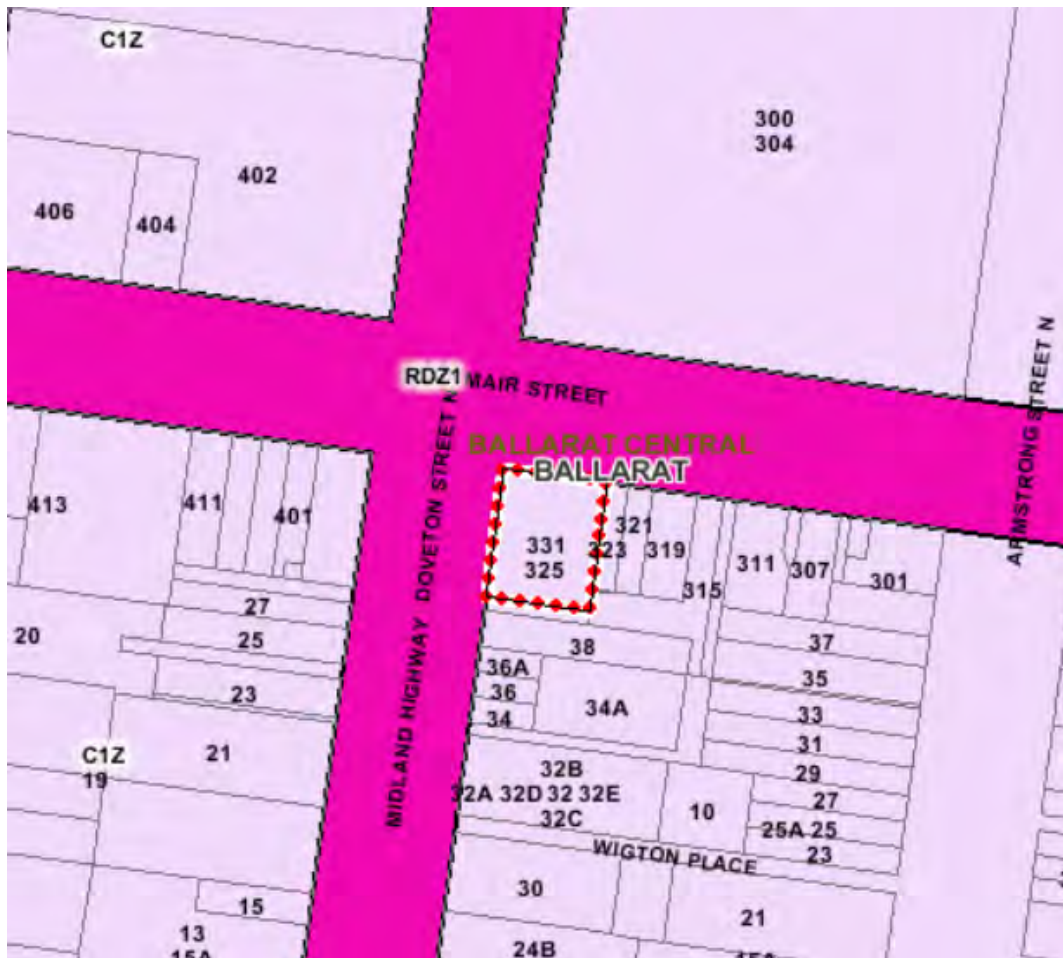
The site is situated in the Commercial 1 Zone and is affected by the Heritage Overlay (HO171) - the Lydiard Street Heritage Precinct. The existing building is listed as being contributory to the heritage precinct.

Taxi ranks are located approximately 330 metres east of the site at Camp Street and 380 metres southeast of the site on Lydiard Street. A bus station is located approximately 320 metres south of the site on Sturt Street and the Ballarat Railway Station is located 330 metres northeast of the site.

Both Mair Street and Doveton Street North are fully constructed roads with kerb, channel and footpaths on both sides. These roads are both arterial roads under the management of VicRoads. Formalised car parking spaces are provided along both roads.

An aerial map, zoning map and site photo is provided below. The subject site is outlined in red.





North

To the north of the subject site is Mair Street, an arterial road. On the northern side of Mair Street is the Civic Hall, the future site of the Gov-Hub, a commercial premise.

South

To the south of the subject site is a rear laneway. On the southern side of the laneway is a double storey premises occupied by Mitchell Harris Wines.

West

To the west of the subject site is Doveton Street, an arterial road. On the western side of Doveton Street is a retail premises and café known as Inexterior.

East

To the east of the subject site are a number of smaller commercial premises containing retail shops, cafes, and hair salons.

NOTICE OF APPLICATION

The application was advertised with a notice on site and formal notice to all neighbouring and adjacent landowners. No objections have been received to the public notification of the application.

REFERRAL OF APPLICATIONExternal Referrals**VicPolice**

No response received to date.

Internal Referrals**Environmental Health**

Consent granted subject to conditions.

Local Laws

Consent granted and no conditions required.

Social Planning

No response received to date.

Traffic and Transport Unit

Consent as follows:

The following comments are submitted by the Traffic and Transport Section regarding the proposed extension to the liquor licence area at the Hotel on the SE corner of Mair and Doveton Streets, Ballarat Central. The referral was received on 17 April 2018.

The premises in the Commercial 1 Zone currently is currently licenced under General Licence Number 31957373 applicable to the public bar, lounge and dining room. Council issued a planning permit for the current area on 14 March 2018. The Applicant proposes to seek an extension to the licence area and modify the trading hours. A further planning permit is now being sought to extend the red line area to include the 'Stables' area.

The previous licence for the 'Peter Lalor' Hotel provided for up to 400 patrons on site at any one time including 80 in the dining room, 100 in the public bar and 220 in the stables area. That permit expired given the extended period of closure of the premises. The recently issued licence was for 120 patrons and the proposed extension is for a further 120 patrons in the stables area totaling 240 on site. Closing time would be 12pm on any one day.

A parking Impact Assessment report has been provided in support of the application. The report addresses matters such as previous permits and provides a contextual analysis including the road network, public transport and public car parking. It is indicated that dispensation previously existed for up to 160 spaces for the 400 patrons allowed on site. The proposal for up to 240 patrons has a statutory requirement for significantly less spaces on site. It is pointed out that it is not practical to provide parking on-site irrespective of the heritage building's use and that parking credits should apply in this instance.

Recommendation

That the application to amend the planning permit to extend the red line area to include the 'Stables' area and the number of patrons to 240 in total at 325-331 Mair Street, Ballarat Central is supported in principle.

KEY ISSUES

The principal issues relevant to the application are as follows:

Commercial 1 Zone

The proposed development is consistent with the commercial zoning of the land. The subject site is a significant historic hotel located within the heart of the Ballarat CBD and the proposed licensing of the existing hotel will assist in the prosperity of the business, contributing to Ballarat's thriving dining and nightlife scene. The proposal will provide variety and increased consumer choice for the Ballarat community. The premises is appropriately located with access via two arterial roads and within close proximity to public transport and taxi ranks. The overall use of land for a 'hotel' already permits the use of the land for entertainment and functions, and the applicant has indicated that the application does not seek approval to use the land as a 'Live Music Venue', but some ancillary recorded and live music may occur during specific events in the building, as has previously occurred when the building was operating as the Peter Lalor Hotel. The proposal will allow the full utilisation of the existing hotel and will help realise the site's commercial potential and in so doing further the key economic and commercial policy objectives contained in the Ballarat Planning Scheme.

Ballarat CBD Strategy

The Ballarat CBD Strategy is a long-term plan to guide growth and change in the CBD over the next 20 to 25 years. This CBD strategy identifies the subject site as being within the Mair Street precinct which is designated as a core office and commercial area. The CBD strategy specifies that in the western end of Mair Street there are a number of significant heritage buildings, some of which have been successfully adapted to new uses. New development in this part of Mair Street must respect this heritage context while providing contemporary design solutions for new development.

The proposal will facilitate the full reutilisation of the historic pub and is generally in accordance with the CBD Strategy. It is noted that no changes to the building façade are proposed as part of this application.

Clause 52.27 Licensed Premises

Pursuant to Clause 52.27 a planning permit is required for the sale and consumption of liquor. Before deciding on an application, in addition to the decision guidelines in Clause 65, the Responsible Authority must consider the following:

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

As detailed above, the site is located in an established commercial zone within the Ballarat CBD, not a high amenity area, such as a residential zone. The nearest residentially zoned land is approximately 270 metres northwest of the site on Lyons Street North. The current licensed hours are from 7am to 11pm, and the application only proposes to increase these a further 1 hour until 12am (midnight). These hours are only marginally later than existing restaurants and dining venues in the street and are generally modest for a hotel/pub which typically have longer licensed hours. Permit conditions regulating off-site amenity impacts will ensure the premises is managed so as to minimise impacts on adjoining properties. Conditions will be placed on any permit to issue which ensures the permit holder must comply with State Environment Protection Policy (Control of Music Noise from Public Premises) No. N-2. Furthermore, a condition will restrict music or announcements being amplified from the building.

Given the nature of surrounding non-sensitive commercial uses occurring in surrounding buildings, no adverse impacts are anticipated to occur to these surrounding commercial businesses as a result of this application. On the contrary, the hotel may bring additional through traffic and customers to this section of Mair and Doveton Street which may, in a small way, stimulate these surrounding businesses.

The proposal seeks to increase patron numbers from 120 to 240 patrons. Whilst the numbers proposed are significant, the building will be set out to provide tables and chairs inside the venue to reinforce the predominant use of the building for dining. The maximum patron numbers and provision of tables will be enforced by way of a permit condition.

Cumulative impact is not a major issue in this case, as the proposal is to extend the liquor licence of an existing hotel to increase the licensed hours, licensed area and patron numbers. It is not for a new use or new liquor licence. Notably, the existing historic building is purpose-built as a hotel and facilitating this existing use will enable the retention of this significant heritage building which is protected under Heritage Overlay HO171 (Lydiard Street Heritage Overlay).

Whilst there are a significant number of licensed premises in the surrounding area, this is expected and anticipated within the Ballarat CBD which is the preferred dining and entertainment area within Ballarat. The proposed close of licensed trading hours at 12am (midnight) will limit the impact of alcohol consumption and is not considered to be 'late night' trading. The site has excellent access to the arterial road network, as well as public transport and taxi ranks, which will enable easy patron dispersal.

The application has been widely advertised with no objections. The application was referred to Victoria Police as well as Council's Social Planning Unit and Local Laws Unit, none of whom raised any objection to the proposal. Permit conditions will require the provision of security lighting as well as CCTV cameras to enhance security for patrons and the surrounding area.

The extent to which town planning can consider the wider community impacts of alcohol consumption is clearly set out in the VCAT determination *Hunt Club Commercial Pty Ltd v Casey CC (Red Dot) [2013] VCAT* where it was held:

"Town planning does not involve itself in moral judgements nor, subject to this locational or spatial perspective, in the operation of a competitive market economy in which certain goods and services are lawfully made, sold or consumed. Whilst town planning seeks to secure a pleasant, efficient and safe working, living and recreational environment, it is not the role of town planning to address all issues of public health, nor to regulate the pricing or general availability of a product to manage the health and wellbeing of a society.

It follows, for example, that it is not the role of a planning decision-maker to consider the broader impacts on society of obesity, when making a decision about the development of land for a particular fast food outlet... Similarly, therefore, it is not the role of a planning decision-maker to consider the broader impacts of the abuse or misuse of alcohol in a society, or to pioneer its own standards about the accessibility of alcohol generally in the community, when making a decision about the use or development of land for a liquor outlet. These are all relevant societal concerns, but they are not necessarily relevant planning considerations to a particular statutory planning decision at a local level."

Issues such as anti-social behaviour, vandalism, trespass and property damage from intoxicated persons and crime resulting from intoxicated persons are very legitimate concerns of the community. Behavioural matters are a regulatory issue, to be addressed through relevant regulations and regulators, such as Victoria Police. If there are behavioural issues in this location then they must be addressed on a precinct wide basis, an approach embraced further in another VCAT case - *Athina Windsor Nominees Pty Ltd v Stonnington CC [2011] VCAT 121*. In summary, any illegal activity associated with alcohol misuse is an enforcement matter for Victoria Police.

Car Parking

Car and bicycle parking requirements are designated in Clause 52.06 and Clause 52.34 respectively, and these provisions require that a use must not commence, or the floor area of an existing use must not be increased until the required car spaces have been provided on the land.

The Applicant has undertaken a parking assessment based on the proposed alterations and the previous land uses. Parking requirements for the proposed use as required by Clause 52.06 require 0.4 spaces per patron permitted for a 'hotel' land use. The increase in patron numbers from 120 to 240 therefore requires an additional 48 car parking spaces to be provided on-site.

It is noted that the hotel was previously licensed for up to 400 patrons. The proposed patron numbers are therefore a little over half of what was previously permitted, as is the associated reduction in car parking being sought. Although the proposal is for the same type of use as previously operated from the site and with less patron capacity, it is a new application given the previous liquor licence expired and car parking must therefore be considered as a matter of procedure.

ESR Transport Planning have provided a Parking Impact Assessment Report in support of the application, which is provided at Attachment 1. As part of this assessment, a parking demand survey was undertaken in March 2018 and data from parking surveys undertaken in 2014 and 2015 were also reviewed.

In summary, these parking surveys found that:

- Approximately 290 vacant spaces are available during peak evening times within a convenient proximity of the site;
- Throughout the daytime, both on-street parking and Civic Hall parking is heavily utilised, with occupancy rates in the order of 70-90%;
- During the evening, on-street parking has mixed occupancy levels, however notably lower occupancies are experienced north of Mair Street and west of Doveton Street (in close proximity to the subject site); and
- During the evening, Civic Hall parking experiences low occupancy levels with numerous vacant spaces available even when nearby parking within Mair and Armstrong Streets are heavily utilised.

The ESR Parking Impact Assessment Report also highlights that whilst the GovHub project will result in losses to public car parking at the Civic Hall site, the Ballarat CBD Car Parking Action Plan will facilitate additional, significant car parking spaces within the CBD over the next three years, offsetting these losses.

It is noted that the dispensation of car parking has been assessed as acceptable by Council's Traffic and Transport Unit.

Therefore, the dispensation of the statutory car parking requirement is considered acceptable having regard to the following observations:

- Availability of on-street car parking in the locality;
- Availability of public transport in the locality, via the nearby bus stop, taxi ranks and the train station;
- Car parking credits which should be allowed for the car parking demand deemed to have been associated with the previous patronage of the land;
- Modest total number of patrons, compared to original patron numbers under the previous Peter Lalor Hotel;
- Anticipated lower rates of car dependency as patrons cannot drink and then drive home so will be more likely to rely on taxis, ubers, or car pool with a designated driver;
- The hotel's location in the CBD facilitates a lower patron dependence on cars as there is a higher likelihood of shared trips (e.g. walking from a nearby workplace or other nightlife venue) and good walking, taxi and public transport opportunities; and
- Council's Traffic and Transport Unit do not object to the proposal.

Bicycle Parking

Clause 52.34 (Bicycle Facilities) of the Ballarat Planning Scheme sets out planning controls with respect to the provision of bicycle facilities such as parking and change room facilities. Table 1 to Clause 52.34-3 specifies provision rates for various land uses. A permit can be granted to vary, reduce or waive these requirements.

The applicant has indicated that the existing hotel building occupies the majority of the site and new bicycle parking facilities cannot be installed on-site within the title boundaries without damage to the existing heritage building. Storage areas within the site will likely provide secure informal staff bicycle parking opportunities, however a dispensation pursuant to Clause 52.34 is required.

Existing bicycle parking hoops are already provided in the public footpaths nearby.

Advertising Signs

Planning approval has already been granted to erect the new 'Pub with Two Names' business identification signage on the building under PLP/2017/072. No changes to the signage is required as part of this application.

Waste Collection

A permit condition will require the details of the proposed bottle crushing facility to manage waste.

LEGISLATION, COUNCIL PLAN, STRATEGY AND POLICY IMPLICATIONS

Clauses relevant to the application include the following:

State Planning Policy Framework (SPPF)

The State Planning Policy Framework contained in the Ballarat Planning Scheme generally seeks to, amongst other matters, ensure that any new use or development is respectful of existing neighbourhood character and the amenity of the surrounding area. The subject proposal generally accords with the State Planning Policy Framework.

Municipal Strategic Statement

Clause 21.07-1 - Economic Growth

Clause 21.07-3 - Activity Centres

Clause 21.09 - Local Areas (CBD)

In addition:

- *Charter of Human Rights and Responsibilities Act 2006;*
- *Planning and Environment Act 1987;*
- *Subdivision Act 1988;*
- *City of Ballarat Council Plan 2017-2021; and*
- *Ballarat Planning Scheme.*

REPORTING AND COMPLIANCE STATEMENTS

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

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

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

Environmental/Sustainability – There are no adverse environmental impacts as part of the planning permit application sought in this instance.

Economic – The proposal to extend the licensed area of the hotel is in keeping with the keeping of the Council's broader strategic directions under the CBD Strategy Plan.

Financial /Resources There are no specific financial implications on Council in respect to this application.

Risk Management – The risks associated with a licensed premise have been considered in respect to the referrals to the Victoria Police and other relevant agencies. There are no mitigating circumstances to warrant a position other than support for the proposal.

Implementation and Marketing – The decision of Council in this respect will be made public as part of the consideration at the Council meeting.

Evaluation and Review – as is the case with all licensed premises, they will be subject to an annual audit from an environmental health perspective and other reviews in accordance with the license for the premises in accordance with this planning permit.

OFFICERS DECLARATIONS OF INTEREST

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

ATTACHMENTS

1. Parking Impact Assessment Report [9.2.1]

PLP/2018/200

PROPOSED GENERAL LIQUOR LICENCE VENUE 325-331 MAIR STREET, BALLARAT

Parking Impact Assessment Report



efficient safe reliable    

ESR Transport Planning Pty Ltd 1/34A Doveton Street North, Ballarat VIC 3350

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DOCUMENT CONTROL

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PREPARED FOR

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DISCLAIMER

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1 Introduction

1.1 Overview

The former Peter Lalor Hotel (also previously known as the Highlander Hotel) is located at 325-331 Mair Street, Ballarat. Renovations of the hotel have recently been undertaken and it is to re-open as the Pub with Two Names. A Planning Permit was recently sought for a general liquor license applicable to the public bar, lounge and dining room with Council resolving to issue the permit on 14/03/18.

A further planning permit is being sought for a general liquor license applicable to the building areas known as the stables. To assist in the consideration of the proposal, ESR Transport Planning has been engaged to assess relevant parking implications.

1.2 Proposal

The proposal seeks a general liquor license for the stables building area that will permit a maximum of 120 patrons.

1.3 Scope of This Report

This report documents a parking impact assessment which investigates the following:

- Existing transport conditions in the vicinity of the site.
- Statutory transport planning requirements.
- Parking demands generated by the proposed land use.
- Anticipated impacts on local car parking conditions.

1.4 Referenced Information

- Inspections of the site and surrounds March 2018.
- Ballarat Planning Scheme.
- City of Ballarat, 14/03/18, *Draft Minutes Ordinary Council Meeting*.
- City of Ballarat, 2016, *Ballarat CBD Car Parking Action Plan*.
- City of Ballarat, 2011, *Ballarat CBD Parking Strategy*.
- Public Transport Victoria, maps and timetables (www.ptv.vic.gov.au).

2 Contextual Analysis

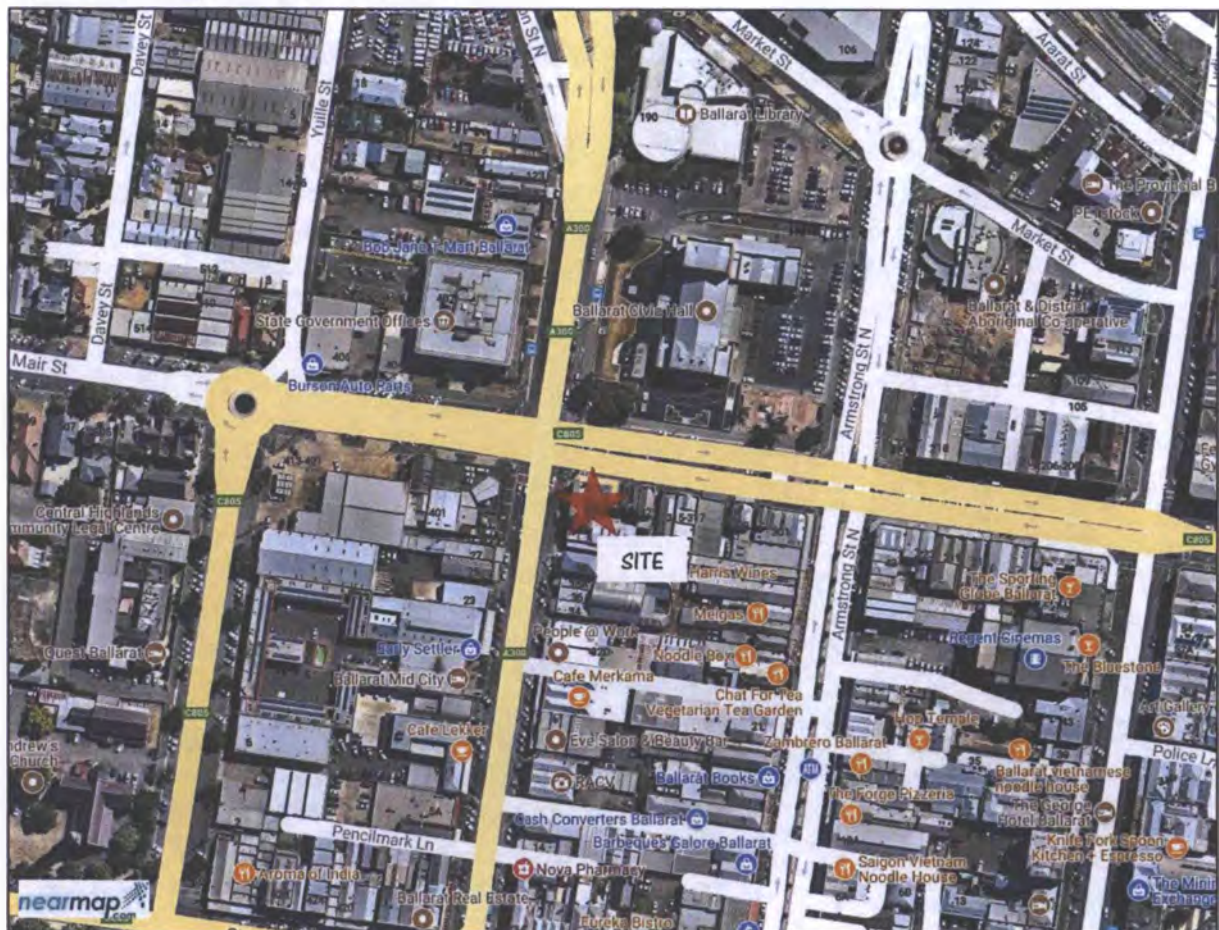
2.1 Site

The site is located on the southeast corner of Mair Street and Doveton Street. A two-storey building incorporates the public bar, lounge and dining room at ground level and accommodation rooms at first floor level. The stables are within the southern part of the site with public access from Doveton Street.

The hotel previously operating from the site had a liquor licence permitting up to 400 patrons on-site at any one time (80 dining/lounge, 100 public bar, 220 stables) which has expired. The recent permit (PLP/2018/014) for the public bar, lounge and dining room permits 120 patrons on-site at any one time.

The site is within the Commercial 1 land use zoning that encompasses Ballarat's CBD. The Civic Hall site is located on the opposite side of Mair Street. Works to provide a multi-function space within the Civic Hall are currently underway. The Civic Hall site is also the location for the state and local government GovHub initiative which plans an office development on the site.

Figure 2.1 Subject Site and Surrounds



2.2 Road Network

Mair and Doveton Streets are Arterial Roads accommodating two-way traffic flow and kerbside car parking. A 50kph speed limit applies along Mair Street. Along Doveton Street speed limits are 40kph south of Mair Street and 60kph north of Mair Street. Construction of Stage 1 of the Mair Street upgrade project is set to begin in 2018 which will include removal of nearby centre of road car parking.

2.3 Public Transport

Ballarat Station is located a short distance northeast of the site (within 500m). The majority of Ballarat's route bus services have their terminus at the station. The site is therefore very well serviced by public transport services.

Taxi services operate throughout the CBD with CitySafe taxi ranks located near the corner of Sturt and Lydiard Streets and in Camp Street.

2.4 Walking & Cycling

Given its CBD location, the site is surrounded by pedestrian facilities providing a high degree of pedestrian accessibility.

The Mair Street upgrade project will deliver on-road bicycle lanes.

Bicycle parking opportunities are available within nearby footpath areas with dedicated parking rails at the front of the government offices building on the opposite street corner from the site and ~50m east of the site on the south side of Mair Street.

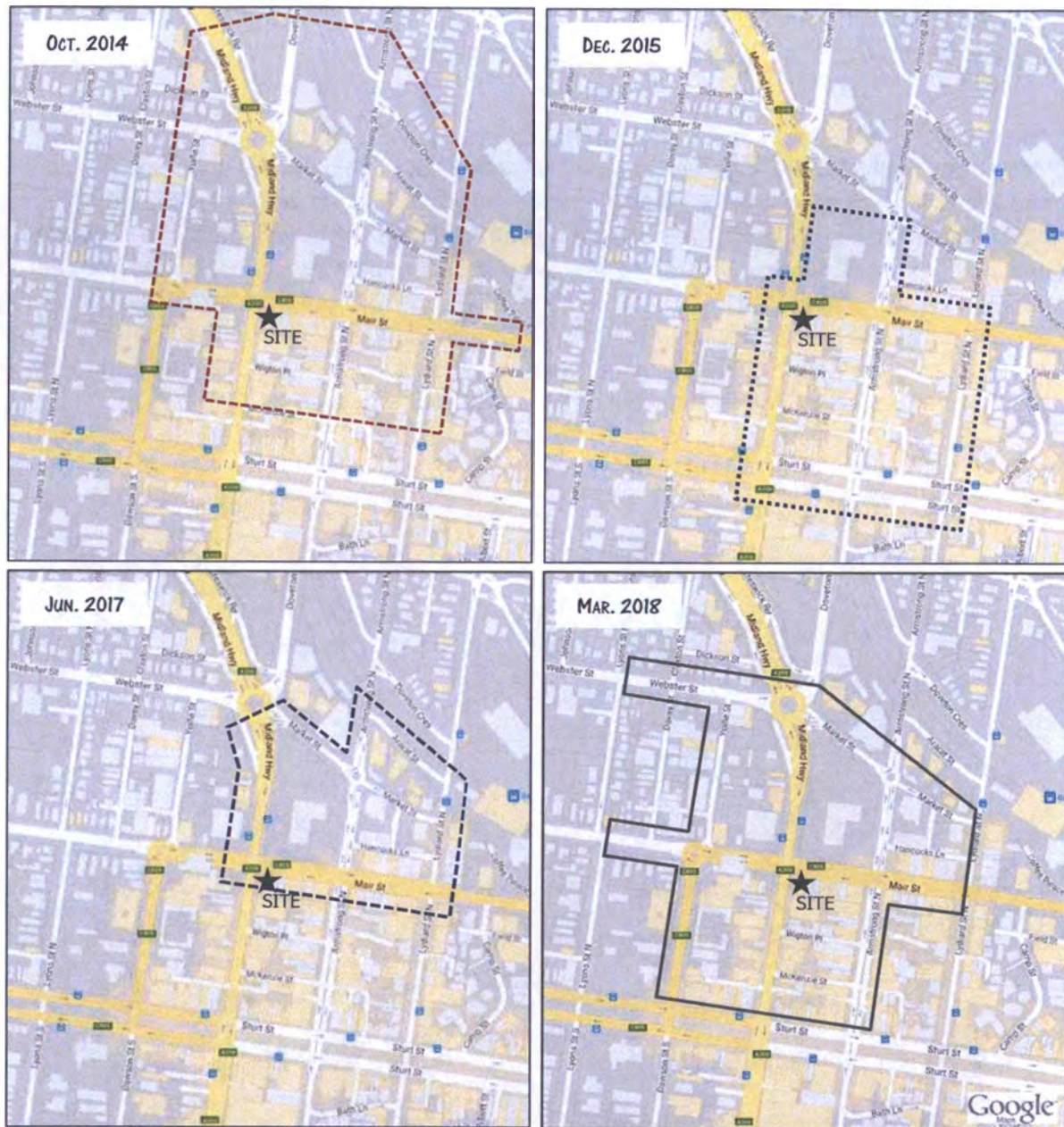
2.5 Car Parking

Public car parking in the site's vicinity includes on-street parking along nearby roads and off-street parking within the Civic Hall site.

Most parking in the site's vicinity incorporates time restrictions and in some cases fees payable. Local restrictions typically apply between 9:00am – 5:30pm Monday – Saturday, with 1P and 2P most prevalent. Fees are payable south of and including Mair Street. The Civic Hall site includes ~200 ticketed all day public car parking spaces, plus 24 short term spaces (2-hour) adjacent the Library.

ESR Transport Planning has previously collated car parking utilisation data for nearby car parking on various occasions including October 2014, December 2015 and May-June 2017, together with surveys March 2018 specifically for this study with corresponding survey areas as shown in Figure 2.2.

Figure 2.2 Car Parking Survey Areas



Figure's summarising the parking demands observed during the 2014 and 2015 surveys are presented in Appendix A.

There have been consistent outcomes of the parking surveys as follows:

- Throughout the daytime, both on-street parking and Civic Hall parking is heavily utilised, with occupancy rates in the order of 70-90%.
- During the evening, on-street parking has mixed occupancy levels. In the area bound by Sturt, Doveton, Mair and Lydiard Streets, evening on-street parking demands can exceed supply. Lower occupancies are experienced north of Mair Street and west of Doveton Street.

- During the evening, Civic Hall parking experiences low occupancy levels with numerous vacant spaces available even when nearby parking within Mair and Armstrong Streets are heavily utilised.

The survey area for the latest March 2018 surveys focused on parking facilities conveniently located within a 400m walk distance of the site. A total of ~510 on-street spaces were identified and 218 Civic Hall spaces were available to the public. A parking demand survey on Thursday 22/03/18 at 7:30pm observed 320 vehicles on-street and 42 vehicles within the Civic Hall. A parking demand survey on Saturday 24/03/18 at 7:30pm observed 346 vehicles on-street and 92 vehicles within the Civic Hall. Therefore, ~290 vacant spaces are available during peak evening times within a convenient proximity of the site. Figure 2.3 maps the Saturday evening parking demands observed and parking spaces available. It shows that numerous parking spaces remain available north and west of the site at peak times.

Figure 2.3 Parking Demands 7:30pm Saturday 24/03/18 versus Car Parking Spaces Available



2.6 Ballarat CBD Car Parking Action Plan

The adopted Ballarat CBD Car Parking Action Plan aims to manage growth in parking demand as the city's population grows. Its strategies include parking restriction changes to provide more 2-hour parking zones and delivery of an additional 4,000 spaces to Ballarat's CBD. The plan divides the CBD into 110 precincts with individual action plans for each. Parking restrictions changes were implemented in the site's vicinity during 2017.

The GovHub project will result in losses to public car parking at the Civic Hall site. As part of the project, a \$2 million contribution will be made towards the Ballarat CBD Car Parking Action Plan allowing Council to deliver at least 1,000 nearby car parking spaces over the next three years, offsetting the losses.

3 Car Parking Assessment

3.1 Preamble

Clause 52.06 (Car Parking) of the Ballarat Planning Scheme sets out planning controls with respect to car parking and Table 1 to Clause 52.06-5 specifies parking provision rates for various land uses. The Planning Scheme also states that the standard provision can be reduced or fully waived.

Clause 52.06 applies to a new use or increase in size / capacity of an existing use.

Although the proposal is for the same type of use as previously operated from the site and with less patron capacity, it is a new application given the previous liquor licence expired. Accordingly, this report and the assessment below assumes that Clause 52.06 does apply in this instance.

3.2 Clause 52.06 Provision Requirement

The proposed use could be defined as a hotel / tavern / restaurant which all have the same Clause 52.06 parking provision rate of 0.4 spaces per patron permitted. Applied to the 120 patron capacity, this equates to a 48 space provision requirement.

Where a proposal seeks to reduce or waive the standard parking provision requirement the Planning Scheme lists a series of decision guidelines for consideration when making such an assessment. The sections that follow provide discussion on those decision guidelines relevant to the proposed development.

3.3 Car Parking Deficiency Associated with Existing Use

Previous operations of the Peter Lalor Hotel were subject to a liquor licence permitting 400 patrons on-site at any one time which would have a Clause 52.06 provision requirement of 160 spaces.

The proposal of up to 120 patrons within the stables combined with the 120 patron capacity of the public bar area has a significantly lower car parking deficiency compared with the previous 400 patron site use.

3.4 Practicality of Providing Car Parking On-Site

Due to site buildings that are of heritage significance, it is not practical to provide car parking on-site irrespective of the buildings use.

3.5 Character of Surrounding Area

The site is within Ballarat's CBD which incorporates many entertainment venues such as the Regent Multiplex Cinema, Her Majesty's Theatre and numerous hotels, restaurants and the like. The author is not aware of any of these types of uses nearby that provide customer car parking on-site and it is common for CBD buildings to rely significantly on public parking facilities.

3.6 Empirical Assessment of Peak Parking Demand

Empirical data for peak parking generation rates for food and drink premises such as hotels and restaurants can vary. In some instances, peak rates are in the order of 0.2-0.3 spaces per patron.

Lower rates of patron arrivals as a car driver and subsequent lower parking demands could be anticipated at venues where there may be difficulty parking, a likelihood of shared trips (eg. walking from a nearby workplace) and good walking, taxi and public transport opportunities. The site has these attributes. Accordingly, the proposed development could be anticipated to generate lower demands than estimated by applying the Clause 52.06 Planning Scheme rate.

3.7 Variation by Time of Day and Week

The above estimates of peak parking demands generated by the proposed use are based on expectations when the venue is under peak operation, such as a Friday and Saturday evening. Venues of this nature typically generate significantly lower parking demands for most other times throughout a week.

Observations and conclusions made regarding the availability of nearby public parking have also been made during peak times. For many other time periods, lower parking demands nearby and additional vacant space availability is likely.

3.8 Availability of Public Car Parking

As noted in Section 2.5, there are over 700 public car parking spaces available within a 400m walking distance of the site.

While at times these nearby parking facilities can experience high occupancy rates, there remains conveniently located vacant parking opportunities to service parking demands generated by the proposed use at peak times.

3.9 Activity Centre Parking Management

A 'centre based' approach to car parking is a common planning response where individual sites have a car parking shortfall within a busy activity centre. The Victorian Civil and Administrative Tribunal (VCAT) has considered many cases with these circumstances and has provided direction on these matters citing the 'centre based' approach to car parking, described as follows:

The basic approach in these decisions is that in important activity centres car parking considerations should not be determinative, instead the land use mix in a centre should arise from a combination of strategic planning and economic forces at work in the centre. Car parking issues have a part to play in this but should not dominate. At the level of the individual site where there is a change in circumstances, car parking shortfalls should be waived if it is consistent with the strategic plan for the centre, firstly because the most equitable solution is to deal with car parking on a centre wide basis, and secondly because, even in saturated car parking conditions, a balance will occur between the level of activity and the car parking supply.

The 'centre based' approach responds to the fact that a municipality can cater for parking in centralised shared facilities, which is far more efficient than individual sites with small inefficient layouts of unshared parking.

The Ballarat CBD Parking Strategy identified that although there are areas of high parking demand, the CBD as a whole has adequate parking supply. In the future, CBD visitors should not expect to park directly adjacent their destination but rather the CBD should be developed to promote pedestrian movement and lessen the desire for motorists to have parking available in all places at all times.

Council strategies and projects are in place to increase nearby parking provision and manage parking provision into the future as CBD growth and change occurs.

3.10 Sustainable Transport Alternatives

Within the Ballarat Planning Scheme, there are various policies, strategies and objectives encouraging the following:

- Reduced reliance on private motor vehicles.
- Promotion of sustainable transport.
- Efficient car parking through the consolidation of facilities and their shared use.
- Concentrating higher intensity development within activity zones leading to sustainable transport outcomes.

The proposed development is considered to be in an ideal location to facilitate sustainable transport choices as opposed to private motor vehicle travel.

3.11 Parking Assessment Summary

Given all of the above, there are strong grounds supporting a full waiver of car parking associated with the re-use of the site buildings.

4 Bicycle Parking

Clause 52.34 (Bicycle Facilities) of the Ballarat Planning Scheme sets out planning controls with respect to the provision of bicycle facilities such as parking and change room facilities. Table 1 to Clause 52.34-3 specifies provision rates for various land uses. A permit can be granted to vary, reduce or waive these requirements.

Rates of bicycle parking provision for both employees and visitors apply to both hotel and restaurant land uses. However, a range of matters indicate that the provision of new dedicated bicycle parking facilities would be onerous in these circumstances. These include that the proposal involves re-use of an existing building, very low cycling rates could be expected, public bicycle parking facilities are available nearby and provision of on-site bicycle parking would be out of character with the area and nearby similar land premises. It is further noted that storage areas within the site will likely provide secure informal staff bicycle parking opportunities.

Appendix A 2014 & 2015 Parking Survey Results

Figure A1 Car Parking Survey Results by Time of Day – On-Street

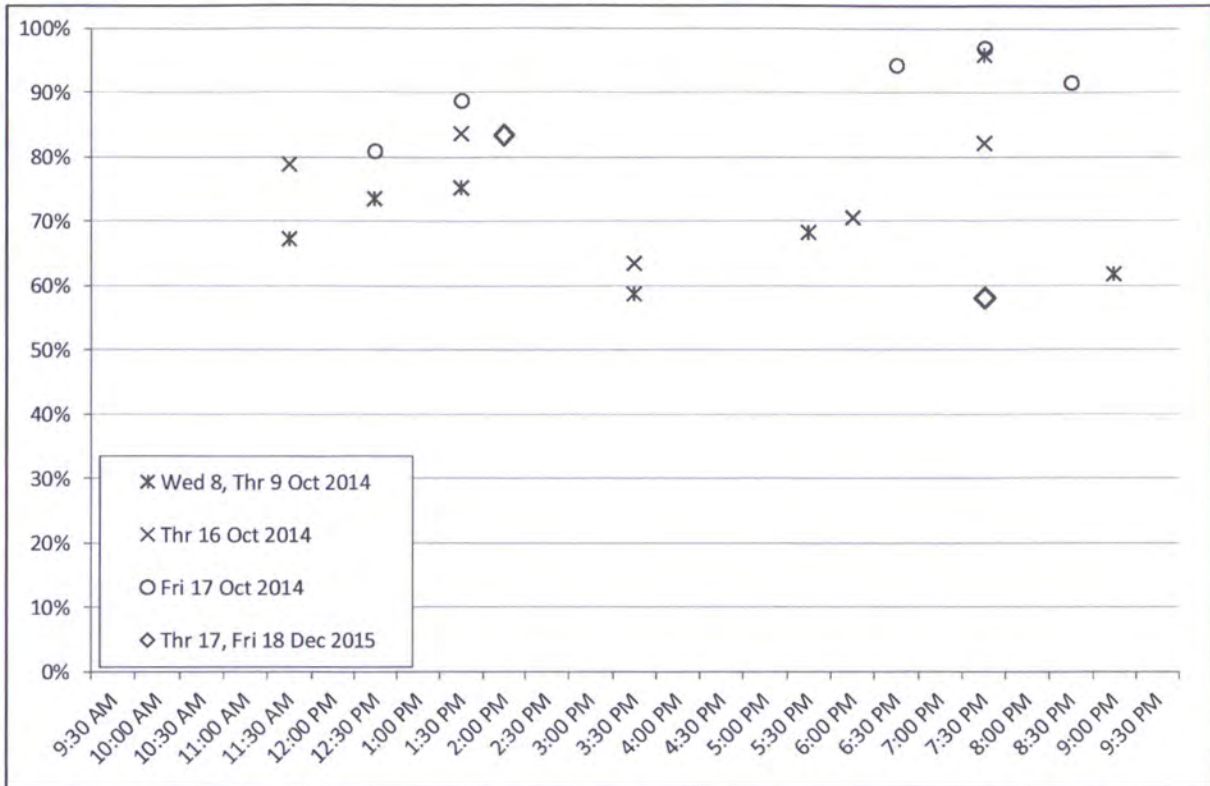
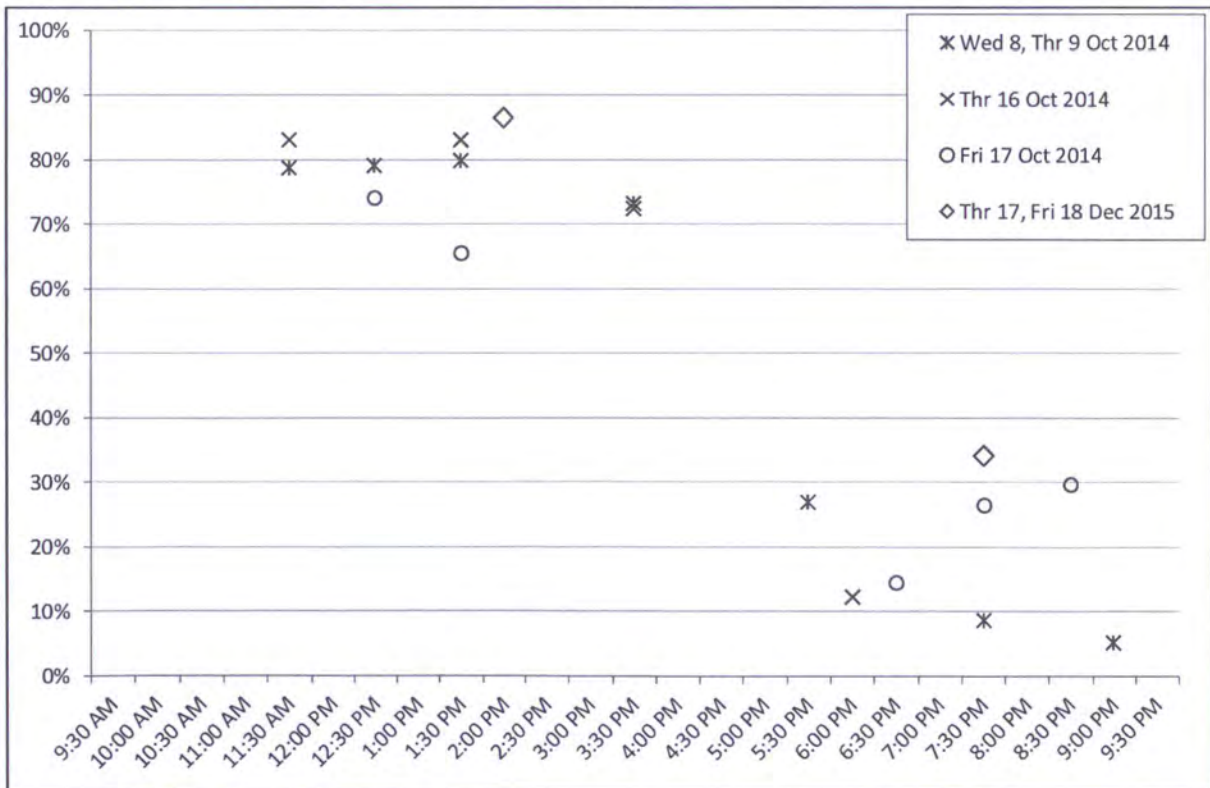


Figure A2 Car Parking Survey Results by Time of Day – Civic Hall Site



9.3. LANDFILL COMPLIANCE REPORT

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Louise Turner – Coordinator Environmental Services

OFFICER RECOMMENDATION

Council resolves to:

1. **Receive the status report on compliance responsibilities at the City of Ballarat Regional Landfill and Closed Landfills.**

EXECUTIVE SUMMARY

The City of Ballarat is required to manage its operating Landfill (the Ballarat Regional Landfill at Smythesdale) and closed landfills under its control in accordance with the *Environment Protection Act 1970* requirements. The Victorian Auditor-General's Report Managing Landfills (September 2014) identified a number of recommendations regarding risk assessment and planning that have been progressively implemented. This report is to inform Council of the current status of compliance management in respect to improving and maintaining compliance in line with industry best practice and Environmental Protection Authority (EPA) requirements.

RATIONALE

Background

Council is responsible for the operations of the Ballarat Regional Landfill (at Smythesdale), as well as closed landfills including Black Hill (Chisholm Street Reserve) and Whitehorse (Mt Clear) along with another seven sites.

Ballarat Regional Landfill operates under an EPA Licence and is subject to a number of audits, reporting and monitoring requirements. This includes reporting within 24 hours of any non-compliance, Annual Performance Statement (APS) that reports on all licence conditions and any recommendations arising out of the Landfill Operational Risk Assessment (53V Audit).

The former landfills of Whitehorse Road (Mount Clear) and Black Hill (Chisolm Reserve) are both under Post Closure Pollution Abatement Notices (PCPAN's). These PANS require certain risk assessments relating to impact of gas, leachate and level of aftercare required to manage the sites.

There are a number of closed landfills that are not currently subject to Pollution Abatement Notices but are required to be on a register with the EPA. The Victorian Auditor Generals 2014 Report Managing Landfills specified a number of recommendations regarding identification of risk and documenting of management of these sites that has been progressively implemented.

Key Issues**Ballarat Regional Landfill (Smythesdale)**

Management of the compliance for Ballarat Regional Landfill requires Council to report against licence conditions, implementing the Monitoring Program and actioning recommendations arising from the Operational Risk assessment (53v) Audit. The following information provides an update on the status of these compliance actions.

1. Landfill Noncompliance Reporting

During this financial year (as of 7 June 2018) 46 non-compliances have been reported to the EPA. One relates to an operational requirement of daily cover and a second to the Leachate level in Sump D. The remainder are providing reports of complaints regarding odour. It is a requirement to report all non-compliances and complaints to the EPA within 24 hours.

2. Pollution Abatement Notices(PANS)

Two PANS have been issued during this financial year to date. A Landfill Gas Efficacy PAN requiring additional information regarding monitoring and analysis of the gas extraction system operated by LMS. This was completed and closed out. The second PAN related to the verification of the monitoring program. The EPA were not satisfied with the timing of the Auditor's response and issued a fine relating to the administration of this document. The Monitoring Program was finalised in January 2018 allowing the recommendations from the 53V Audit and the Hydrogeological Assessment to be included.

3. Landfill Operational Risk Assessment (53V Audit)

This is a key risk assessment process that requires an independent EPA approved Auditor to review landfill operations and assessment for risk of impact to the environment. The 2017, 53V Audit has 32 recommendations arising from the audit, the two recommendations rated as high were completed by the end of April 2018, the sixteen medium recommendations will be completed by the end of July 2018 and the remainder are required to be carried out prior to the next audit in December 2019.

4. Implementation of compliance mitigation

The appointment of a Landfill Supervisor and Environmental Compliance Officer has seen significant improvement in the timely implementation and monitoring of compliance requirements. The Landfill has been subject to upgrade works that have included extending the landfill gas extraction system into active cells and areas of unproductive or low flow to further reduce any external impact or emission of gas. Once works are complete, the system takes several months to be readjusted to accommodate these additions.

The effectiveness of these improvements in targeting the below zero frosty conditions that are being reported by neighbors as generating odours will only be seriously tested during a run of cold, frosty, low wind nights. Routine monitoring is showing that gas compliance levels in regard to surface emissions and gas bore monitoring are below reporting levels.

5. Capital Program

Previously the capital program has been delivered either behind schedule or just in time. With the development of the masterplan and the current development of a business model (risk of customer loss, closure of other landfills) to refine the landfill costing model, the aim is to be able to plan further out to accommodate wet years and changes in tonnages by connecting the gate price to the cost of producing and

managing the airspace. Under Council's current licence a capping plan is required for completing the older section of cells and then bring the capping program in alignment to ensure capping is completed within two years of closure of the cell. The next capping stage designs are currently being audited and the construction of this will be staged in line with budget constraints and compliance requirements.

In relation to the new cell construction undertaken over 2018, this is ahead of schedule which will ensure that there is no disruption to the operations of the Landfill.

Closed Landfill Management – under Pollution Abatement Notices

Closed Landfill sites were issued with PANS in 2014 and 2016. These require investigative and monitoring works to be undertaken to better understand the impacts and risk of future impacts arising from the sites. Risk assessments are carried out in the form of hydrogeological assessments, landfill gas risk assessments and assessment of the state of the cap. The purpose of these is to understand if there are any generation risks (gas or leachate); if there are pathways to sensitive receptors; and what needs to be done to better define, monitor or mitigate these risks. Consultants carry out the investigations and these assessments are then verified by an independent EPA approved Auditor.

1. Black Hill (Chisholm Reserve) is subject to two post closure PANS – assessing the impact of gas generation and leachate generation on surrounding environment and assessing risk in relation to surrounding residential areas. Quarterly updates are provided to the EPA regarding the monitoring, risk assessments and report status. It is programmed to have the major reports completed in advance of December 2018 (due date). The outcome of these reports and the auditor assessment will determine if further works are required or whether actions will continue to be monitoring and reporting of the gas and groundwater bores. Works could include reconstructing parts of the landfill cap and/or ongoing monitoring. The level of risk is currently rated as low (to be assessed by the Auditor) and works arising would be expected to be commensurate with the risk levels of the sites
2. Whitehorse Road (Mount Clear) - the Hydrogeological Assessment and Rehabilitation Capping Report are currently with the Auditor for verification. Recommendations through the rehabilitation report currently identifies capping works to be undertaken to improve thin areas of the cap and reduce the slope to prevent erosion in the future. The potential is for significant works to be undertaken. Council will continue to work with the Auditor and further with the EPA to plan these works to ensure objectives are being met whilst managing costs in line with the level of risk. The timing of these implementation will be subject to agreement by the EPA.

Closed Landfill Management – listed on register with EPA

The closed landfill sites that have been identified are listed in Attachment 1 Table Four. These sites are former landfill sites that may not have been subject to a license while they were operating and are not subject to Closed Landfill Pollution Abatement Notices. Council is still required to carry out assessments in terms of identifying any risks associated with these sites.

1. A program to assess these has been developed and currently desktop audits and site inspections are being carried out to inform and update the original risk assessment carried out in 2011 by GHD. EPA has been kept informed of this work as the focus has been on active sites and former licensed sites.

2. This information is also important for provision to Planning to understand the buffer requirements of the sites, currently there is no state overlays for landfills or closed landfills however any development of sites neighbouring these requires a landfill gas risk assessment to be carried out to determine if a further 53V Audit is required for the location. This is currently the responsibility of the developer within a 500 meter buffer of the landfill. Establishing the location of these landfills and the buffer distances for provision to Planning is the intended outcome of this process.
3. The risk assessment rating for these sites takes into account age of landfills, knowledge of the actual sites and a visual assessment. The updated risk assessments of these sites have identified Long Point Landfill as a high risk and Pennyweight Park as a medium risk. These risk rating represent an absence of information on these sites rather than an immediate environmental risk. The other five sites have been identified as low risk. Next steps will be to develop a works program following on from the works at Whitehorse and Black Hill to close the data gaps and lower the risk ratings of the sites.
4. Managing Landfill VAGO 2014 identified a number of recommendations to improve the management of landfills by Council. With the completion of the site inspections, desktop audits and risk assessments of the closed landfills and updated risk assessments of the closed landfills, this last section of the VAGO requirements has been completed. These will be signed off in the next update of VAGO recommendations due mid-2018.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

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

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	Yes	Yes
Environmental/Sustainability	Yes	Yes
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 report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

Social/Cultural – Responsible environmental management is an expectation of the community and Council is expected to be a leader in this area.

Environmental/Sustainability – Landfills can impact the surrounding environment through groundwater, amenity (odour) and landfill gas. Assessing, monitoring, and mitigating these impacts is subject to a chain of responsibility under the oversight of the EPA.

Economic – Presence of landfills or former landfills can restrict surrounding land use or sensitive uses of land, potentially impacting land values.

Financial/Resources – Assessing the risks, monitoring, reporting and implementing mitigation measures have significant costs associated with them. Implementing appropriate risk assessment and monitoring practices are essential to understand the potential costs. Following the initial risk assessments, works for the closed sites will be scoped out and costed. Management of costs is expected within the existing closed landfill budget. Sites will be prioritised according to assessed risk. Non-conformance exposes Council to the risk of increased costs.

Risk Management – Risk Assessments assume a high risk until sufficient data is identified to prove the risk is lower. Financial and Environmental risks are assessed through carrying out the site risk assessments.

Implementation and Marketing – Ballarat Regional Landfill is subject to a minimum annual community meeting, although a quarterly meeting is provided. The adopted Waste Strategy and the Masterplan assist in providing direction on implementation priorities.

Evaluation and Review – Risk Assessments are subject to regular reviews and in addition to this, the Closed Landfill Audit carried out by VAGO in 2014 contains actions that Council is required to implement – the implementation of the risk assessment and site inspections for the unlicensed closed landfills completes the outstanding requirements for this report.

CONSULTATION

The consultative process under the Waste Strategy has provided input into the initiative for all Council waste activities.

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

- Managing Landfill (VAGO 2014)

ATTACHMENTS

1. Landfill Compliance Council Report(20180604)att **[9.3.1]**

Attachment One: Landfill Compliance Data

Table One: Number of PANS

PANS ISSUED	13/14	14/15	15/16	16/17	17/18
	4	1	0	5	4

Table Two: Number of Recommendations Actions Arising Out of Audits

53V Actions	2013		2015			2017	
Total Actions	26		88			33	
High	3		20			2	
Medium	10		41			16	
Low	13		27			15	

Table Three: Pollution Abatement Notice PANs for 2017/2018

Transaction no.	Site	Transaction type	Site/Issue	Status	Date issued	Type of notice
90007863	BH	Notices	Post Closure PAN - Black Hill	In Progress	19/06/2017	Closed Landfill Notice
90007864	BH	Notices	Post Closure PAN Black Hill	In Progress	19/06/2017	Closed Landfill Notice
90008077	BH	Notices	PAN - Gas Risk Assessment	Closed	05/09/2017	Closed Landfill Notice
90007894	SL	Notices	Current Landfill - Verified Monitoring Program	Fine Issued	04/10/2017	Pollution Abatement Notice
90007895	SL	Notices	Current Landfill - Landfill Gas Efficacy	Closed	03/07/2017	Pollution Abatement Notice
90004206	WH	Notices	Post Closure PAN- Whitehorse	In Progress	06/08/2017	Closed Landfill Notice
90004207	WH	Notices	Post Closure PAN- Whitehorse	In Progress	06/08/2017	Closed Landfill Notice

Table Four: Closed Landfill Register

Site Name	Actions	Works Conducted
Whitehorse Road (Mount Clear)	Under Pollution Abatement Notice	17/18 In progress
Black Hill (Chisolm Reserve)	Under Pollution Abatement Notice	17/18 In progress
Pennyweight Park.	Desktop Assessment and Site Walkover Completed	18/19
Trekardo Park.		18/19
Alfredton golf driving range.		18/19
Wendouree, Freeway.		18/19
Longpoint, Gillies Rd North.		17/18
Whiteflat Oval. Sago Hill.		17/18

9.4. WASTE STRATEGY CONSULTATION AND ADOPTION

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Ruby Ogier – Supervisor Administration Support

RECOMMENDATION

Council resolves to:

- 1. Adopt the Draft City of Ballarat Resource Recovery and Waste Management Strategy 2018-2022.**
- 2. Undertake a communications program to inform the community of the adopted Strategy.**
- 3. Note the actions in respect to advancing the waste to energy initiative for Ballarat and broader region.**
- 4. Note the changed circumstance in respect to recycling and necessity for further action from Council in relation to the waste management area.**

EXECUTIVE SUMMARY

The Council, having adopted the Draft City of Ballarat Resource Recovery and Waste Management Strategy 2018-2022, has undertaken a detailed consultation program where there was genuine community engagement in the Draft Strategy. With the benefit of this consultation program, there have been improvements made to the Strategy across the key target areas that the community referenced. With these modifications, it is recommended that the Strategy be adopted.

Further, it is recommended that a detailed information program be developed to communicate the Strategy to the broader Ballarat community.

RATIONALE

Background:

The Draft City of Ballarat Resource Recovery and Waste Management Strategy 2018-2022 and Background Report (2017) was presented to the Council in December 2017. The adopted position of Council was to:

- Consult publicly with City of Ballarat community (conducted in March/April);
 - Present and analyse the results of the community consultation with Clean Ballarat Committee;
 - Review the Strategy and Background Report in light of recommendations from Clean Ballarat;
 - Present the final copy of the Strategy and Background Report to the Infrastructure and Environment – Sustainability Portfolio Committee; and
 - Present the final copy of the Strategy and Background Report to Council Assembly for approval.
-

The following points are a summary of the community consultation, the recommendations and specific changes that were made to the Strategy and Background report.

Statistics

Over the four-week consultation period:

- 65 people looked at the website; and
- 25 submitted a response.

Overall the City of Ballarat residents who contributed to the consultation survey were positive and in support of the Strategy:

- 92% of the respondents supported the Vision;
- 100% of the respondents supported the Objectives;
- 92% of the respondents supported the Targets;
- 8% of respondents raised concerns about two targets;
 - Target 1.1 – The growth in waste generation is less than the rate of population growth.
Key concern: This target will result in waste still being sent to landfill.
 - Target 3.3 – Reduce incidents of illegal dumping by 50% by 2022.
Key concern: Target should be set at a higher rate.
- 92% of the respondents supported the Management Options; and
- The remaining 8% were neutral.

Summary of views from respondents:

Complimenting this high level of support, were comments provided by the respondents which were positive, and action orientated. A summary of the main points include:

- 2 respondents suggested stronger targets for Target 1.1 and Target 3.3;
- Some of the actions suggested were outside of council's control and in the realm of influence or concern such as product stewardship, waste avoidance, and reducing plastic packaging and bags being used in supermarkets; and
- Many of the actions suggested by the respondents were not strategic in nature and will be considered, assessed and if appropriate placed in the implementation plan when it is written.

Responses to the feedback

It is acknowledged that the feedback received from the community reinforces important themes of avoidance and more ambitious targets. The focus of this strategy has targeted areas within Council's control and influence. Largely the requests for more commentary, additional objectives and additional targets related to the areas were Council needs to work as an influencer – product stewardship and avoidance are those two areas. Other feedback has been incorporated into the management options elements and more detailed feedback will be considered in the annual implementation plan.

Waste to Energy

The policy/strategy continues to emphasise the major policy and advocacy program to see a waste to energy plant established in Ballarat. This program has advanced significantly in recent months with Council engaging with private sector interests to deliver a major facility to service Ballarat and a significantly broader region. Council will be kept informed as this progresses.

Recycling Issues

The recycling industry has been through significant change over recent months with a tightening of international markets due to contaminants. This has heightened the necessity for Council to address the actions in respect to recycling and to bring forward, as far as practicable, the delivery of an all waste interchange to assist in the logistics surrounding recycling. There will be a further detailed report on this matter.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

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

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	Yes	Yes
Environmental/Sustainability	Yes	Yes
Economic	Yes	Yes
Financial/Resources	Yes	Yes
Risk Management	Yes	No
Implementation and Marketing	Yes	Yes
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 development of the Strategy is a key social and cultural initiative as waste management touches the entire Ballarat community. The Strategy details a very clear program in respect to waste reduction and minimisation to assist in Ballarat's ongoing growth.

Environmental/Sustainability – Development of the Waste Management Strategy offers long-term strategic direction for sustainable waste management and provides a focus on the City of Ballarat's goals to be achieved over the next five years.

Economic – The Waste Strategy Background Report assesses the feasibility of potential options identified in Section 4 of the document, analysing economic impacts. The recommended strategic directions are considered to deliver positive economic outcomes.

Implementation and Marketing – Implementation plan to be developed following the adoption of the Waste Strategy, along with a detailed communication strategy to ensure the community is aware of Council's initiative in this respect.

Financial/Resources – The Waste Strategy Background Report assesses the feasibility of potential options identified in Section 4 of the document, analysing financial impacts and resource requirements. Individual program modifications as part of Council's waste management system will be the subject of individual budget considerations on an annual basis.

CONSULTATION

Consultation was undertaken with the public between March and April 2018 and Community Consultation Report presented to Clean Ballarat Committee. There was detailed community engagement as advised in the body of this report.

OFFICERS DECLARATIONS OF INTEREST

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

REFERENCE DOCUMENTS

- Nil

ATTACHMENTS

1. COB Resource recovery and waste management strategy 2017 consultation report final **[9.4.1]**
2. COB Resource recovery and waste management strategy 20170412 final **[9.4.2]**
3. COB Resource recovery and waste management strategy background report 20181204 final **[9.4.3]**
4. Waste Strategy Community Consultation Recommendations **[9.4.4]**

Draft

Resource Recovery and Waste Management Strategy 2018-22

Community Consultation Report



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1. Executive Summary

The community consultation phase for the City of Ballarat Resource Recovery and Waste Management Strategy 2018-22 (The Strategy) was carried out over a four-week period from 13th March to 6th April, 2018. Key stakeholders were contacted directly via email and were provided with a link to the online survey. Promotion of the consultation to the general City of Ballarat community was via Facebook and the City of Ballarat website. The online survey was placed on the ‘My Say’ City of Ballarat website. Over the four-week period:

- 65 people looked at the website
- 25 submitted a response
- 11 of which were male, 13 were female and 1 unknown

Statistical Analysis

Overall the City of Ballarat residents that contributed to the consultation survey were positive and in support of the Strategy. This can be viewed in the summary of statistical results provided below. Detailed information can be found within this report.

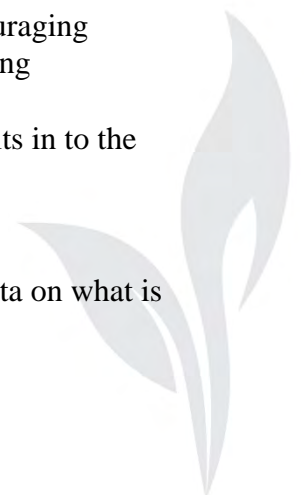
- 92% of the respondents supported the Vision
- 100% of the respondents supported the Objectives
- 92% of the respondents supported the Targets.
- 8% of respondents raised concerns about two targets.
 - Target 1.1 – The growth in waste generation is less than the rate of population growth. Key concern: This target will result in waste still being sent to landfill.
 - Target 3.3 – Reduce incidents of illegal dumping by 50% by 2022. Key concern: Target should be set at a higher rate.
- 92% of the respondents supported the Management Options. The remaining 8% were neutral.

Summary of comments

Complimenting this high level of support, were comments provided by the respondents which were positive and action orientated. Practical suggestions on subjects such as waste reduction, collection, recycling, and education provides City of Ballarat with a rich list to choose from and add to the Annual Implementation Plan. There were also comments that were outside of City of Ballarat’s control and in the realm of influence or concern.

Recommendations

1. Clean Ballarat review this report.
 - Consider placing a new management option in the Strategy along the lines of...
 - Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.
 - Insert a description of the consultation phase and a short summary of the results in to the Strategy (see Appendix 1 for draft description).
 - Clarify Target 1.1
 - Add into the illegal dumping target a new management option:
 - Set up a regional taskforce to address illegal dumping and to gather data on what is occurring.



- A version of the annual implementation plan should be provided to the council on the progress towards the targets and will include a section that addresses the feedback comments, even if they aren't implemented to acknowledge that they were considered and assessed.
 - Comments will be reviewed as part of the development of the Annual Implementation Plan and feedback will be provided to the Clean Ballarat Committee regarding which activities were accepted, and which ones are supported but cannot be implemented at that point in time.
 - Detailed information of the consultation can either be left as a stand-alone report within this document or be added to the Background Report as a new chapter.
2. Put forward chosen recommendations to improve the Strategy from the consultation and discussion held by the Clean Ballarat committee members to the City of Ballarat councillors.



2. Introduction

The Draft City of Ballarat Resource Recovery and Waste Management Strategy 2018-22 (The Strategy) was completed and presented to council in December, 2017. Community consultation for the Strategy was carried out over a four-week period from 13th March to 6th April, 2018. Key stakeholders were contacted directly via email and were provided with a link to the online survey. Promotion of the consultation to the general City of Ballarat community was via TV, Facebook and the City of Ballarat website. The online survey was placed on the ‘My Say’ City of Ballarat website. Over the four-week period 65 people viewed the website, with 25 completing the online survey.

Each chapter of this report provides the raw data and analysis on each aspect of the Strategy: the Vision, Objective, Targets and Management Options. Following the analysis is a section in blue text with three parts to it:

1. Summary of the key points from the respondents,
2. A comment that answers, explains or contexts the issue and a
3. Recommendation

3. Demographics of respondents

The following is a summary of the respondents and their demographics. Over the four-week period of the consultation 65 people looked at the ‘My Say’ website, 25 submitted a response of which 11 were male, 13 were female and one chose to withhold their details. Table 3.1 provides a detailed analysis and the week by week statistics on the demographics.

Table 3.1: Week by week analysis of demographics of the respondents

		Week 1	Week 2	Week 3	Week 4	Total
# of visitors		32	19	8	6	65
# of submissions		14	7	4	-	25
Gender	Male	8	3	0	-	11
	Female	6	4	3	-	13
Location	Mt Clear	2	-	-	-	2
	Delacombe	2	-	1	-	3
	Invermay	1	-	-	-	1
	Wendouree	1	-	-	-	1
	Ballarat Central	1	-	-	-	1
	Newington	1	-	-	-	1

Canadian	1	-	-	-	1
Buninyong	1	-	-	-	1
Nerrina	1	-	-	-	1
Learmonth	1	-	-	-	1
Brown Hill	1	1	-	-	2
Alfredton	-	4	-	-	4
Lake Wendouree	-	1	1	-	2
Eureka	-	1	-	-	1
Ballarat East	-	-	-	1	1
Unknown	1	-	-	-	1

4. Vision

The following information was placed in the ‘My Say’ survey regarding the Strategy Vision.

To achieve zero recoverable waste to landfill by 2040.

In order to achieve this Vision four strategic Objectives have been established to provide direction for waste and resource recovery in the *City of Ballarat* over the next five years. This Vision and the four Objectives are in line with State and Regional Objectives.

People undertaking the survey were asked to indicate how supportive they were of the Vision. Of the 25 respondents, 18 were extremely supportive, 5 were supportive and one was extremely un-supportive. Indicating from the survey 92% were supportive of the vision. The person who was extremely un-supportive did not provide comment as to why. Please note that only 24 out of the 25 respondents responded to this question as it was not compulsory to do so.

Table 4.1: Respondent’s response as to their level of support for the Vision

	Week 1	Week 2	Week 3	Week 4	Total
Extremely supportive	9	6	3	-	18
Supportive	4	1	-	-	5
Neutral	-	-	-	-	0
Unsupportive	-	-	-	-	0

Extremely unsupportive	1	-	-	-	1
Total	14	7	3	0	24

Two respondents provided specific comments about the Vision. Neither were negative, with one suggesting that 2040 is too far away and the other desiring to have more detail around the number and level of waste that could be reduced. This was suggested to add a deeper level of accountability and success. The actual comments are listed below:

- ‘2040 is too far away for the sake our kids and grandkids.’
- ‘The wording of the vision and four objectives themselves does not mention reducing levels of waste; that is there in the detail, but if it could be included in the vision or an objective that would help clarify at a high level, or summary level, what is intended. Throughout the life of the strategy, the vision and objectives will often be referred to without necessarily referring to any further detail, and having a key aspect missing from them is likely to weaken the implementation of that aspect. In simple terms, including reducing levels of waste in the vision or objectives will make it more likely to occur.’

5. Objectives

All of the respondents supported the objectives, with none of them providing any extra comment. The following detail about the objectives was placed in the ‘My Say’ survey in regards to the Objectives. Table 5.1 lists in detail the respondents support for the objectives.

Objective One: Full resource recovery

The *City of Ballarat* recognises waste as a valuable resource, which is currently under-utilised and aims to remove all valuable, recoverable materials from the waste stream prior to disposal in landfill.

Objective Two: Viable resource recovery markets

Meeting objective one is reliant on recovered resources entering a viable market. Understanding and supporting the development of viable resource recovery markets underpins the resource recovery process.

Objective Three: Adaptive infrastructure and operations

Invest in infrastructure and operational delivery that adjusts in order to proactively manage new and emerging waste streams and adapts to suit the changes in demand and supply supports the *City of Ballarat’s* vision.

Objective Four: Strategic planning

The *City of Ballarat* aims to ensure strategic planning principles are embedded in waste management planning and implementation through the adoption of an adaptive management approach.

Table 5.1: Week by week analysis of the level of support for the objectives

	Week 1	Week 2	Week 3	Week 4	Total
Yes	14	7	3	-	24
No	-	-	-	-	0

Key points raised from the consultation regarding the Vision and Objectives are:

- 2040 is too far away.
- Include the words ‘reducing levels of waste’ in the vision or objectives to clarify the strategies intention.

Comment:

The Strategy is a document that outlines what the City of Ballarat is directly responsible in regards to resource recovery and waste management. Placing ‘reducing or avoiding waste’ in the vision or four objectives, whilst it does flag the importance of the issue, however suggests that the City of Ballarat has a larger level of responsibility on this area than what is true. It also has the potential to create a target that is not achievable and one that there is no real accountability for. The four objectives have been written and chosen so they align with the state and regional objectives. In regards to waste reduction it is important to be aware of which areas the City of Ballarat can have control, influence or concern over.

Recommendation:

- Consider placing a new management option in the Strategy along the lines of...
 - Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.

6. Targets

The targets received a high level of support with 92% of respondents supporting all seven targets. Only 8% (two respondents) did not support all of the targets. The Strategy targets are listed below.

The two targets that the respondents did not support were Target 1.1 and Target 3.3. Lack of support was due to either desiring a higher percentage (Target 3.3 >50%) or a more detailed form of measurement (Target 1.1). The targets listed in the survey are repeated below.

- Target 1.1** The growth in waste generation is less than the rate of population growth.
- Target 1.2** Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028.
- Target 2.1** 90% of recovered material enters a viable market stream with a focus on local enterprise.
- Target 3.1** Infrastructure enables full resource recovery targets to be met.
- Target 3.2** Waste management operations are adaptive and exceed industry standards and benchmarks.
- Target 3.3** Reduce incidents of illegal dumping by 50% by 2022.
- Target 4.1** Adaptive management principles are embedded in waste management planning and implementation.

Table 6.1: Week by week analysis of the level of support for the targets.

	Week 1	Week 2	Week 3	Week 4	Total
Yes	13	6	4	-	23
No	1	1	-	-	2

Listed below is the qualitative data from the respondents in regards to targets 1.1 and 3.3.

T1.1 The growth in waste generation is less than the rate of population growth.

- ‘Waste growth just below population growth might still result in landfill problem’
- ‘Growth in waste generation being less than population growth does not have a % less than figure on it. It can be measured as it stands, but without a % less than figure it seems more business as usual than a target that will drive behavioural change and processes around that. If everyone did a tiny bit better than now the target would be met - I would hope we could do more than just a tiny bit better, having an actual % less than population growth would help drive that (or a percent less per resident or similar)’
- ‘Concerned that this is not a high enough aim for initial waste reduction’

T3.3 Reduce incidents of illegal dumping by 50% by 2022.

- ‘Should be higher. If it’s not controlled it’s just blowing in the breeze to rot our oceans’
- ‘Is there a need to revisit kerbside 'hard rubbish' collection? Strategically placed large collection hoppers may overcome the visual pollution concerns. These 'bins' could be moved week by week to new areas’

Key points raised from the consultation regarding the Targets are:

- Concerned that the targets are not strong enough
- Illegal dumping reduced by 50% - percentage is too low

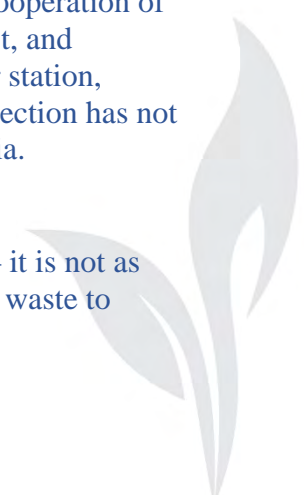
Comment:

In the City of Ballarat the growth of waste going to landfill is outstripping it’s rate of population growth – a trend that is opposite to the state trend – where waste to landfill is decreasing while population is growing. Hence Target 1.1 – the growth of waste generated is less than the rate of population growth. City of Ballarat has not achieved this target and it is important to note that the targets are designed to be delivered together and not in isolation. The supporting change drivers are reinforced in Targets 1.2 and 2.1, creating the real success by having and pushing towards real alternatives to stop waste going to landfill.

The target for illegal dumping may appear low. However there is a need to understand the issue before we state a higher target. Illegal dumping in the City of Ballarat involves the cooperation of other landowners (private and various government agencies), calculating the true cost, and understanding why people dump illegally where there are services provided (transfer station, rubbish removalists etc). Suggestions of providing cheap gate fees or hard waste collection has not been shown to decrease the level of illegal dumping anywhere in Victoria or Australia.

Recommendation:

- Note that Target 1.1 is about reversing current trends and sets a new ceiling – it is not as ambitious as some of the other targets but is important to provide a driver for waste to landfill reduction.
- Add into the illegal dumping target a new management option:



- Set up a regional taskforce to address illegal dumping and to gather data on what is occurring.

7. Management Options

Majority of respondents supported the Management Options (92%). There were no unsupportive or extremely unsupportive responses.

Table 7.1: Week by week analysis of the level of support for the Management Options

	Week 1	Week 2	Week 3	Week 4	Total
Extremely supportive	7	3	1	-	11
Supportive	6	3	3	-	12
Neutral	1	1	-	-	2
Unsupportive	0	-	-	-	0
Extremely unsupportive	0	-	-	-	0

Key points raised from the consultation regarding the Management Options are:

Complimenting this high level of support was a number of positive, action-orientated comments. A number of these sat within the City of Ballarat’s control. These suggestions are worth discussing and it is worth considering whether they are appropriate for City of Ballarat to implement.

Three comments that stood out include;

- ‘make part of any community capacity building a waste reduction strategy’;
- ‘provide local employment for waste sorting’; and
- ‘expand the greenwaste recovery system to include food scraps and other organic matter.’

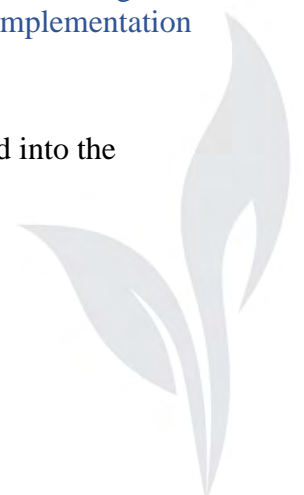
A number of concerns and actions were suggested that sat outside of City of Ballarat’s control. These comments were based around the level of plastic being utilised in our community especially in supermarkets and the notion of deposit scheme for cans and glass bottles. Whilst these issues are outside City of Ballarat’s control, there is an opportunity to support local groups and organisations and to influence state government to introduce policy, programs and actions to being to ameliorate these issues.

Respondents put forward a number of suggestions regarding what has been successful in other council areas in Victoria (e.g. Mildura), interstate (e.g. Adelaide) as well as internationally (e.g. Switzerland).

Majority of the suggestions regarding management options were action based and not strategic in nature. As such they are better suited to be considered for inclusion in the Annual Implementation Plan (AIP) than within the Strategy itself.

To assist with the analysis and interpretation of the comments they have been grouped into the following categories:

- Positive comments
- Suggested actions within City of Ballarat’s control
- Concerns/actions that are outside City of Ballarat’s control
- What others are going



- Other

Table 7.2 lists all the comments made about the Management Option with recommended actions to address them.

Table 7.2: List of comments from respondents for the management options with recommendations

Category	Comments from respondents	Recommendation
Positive comments	<ul style="list-style-type: none"> • Lets just get on with it • Clear and concise 	<ul style="list-style-type: none"> • Note the support.
Suggested actions within City of Ballarat's Control:	<ul style="list-style-type: none"> • Make part of any community capacity building a waste REDUCTION strategy. • Providing local jobs for waste sorting...'value adding'. Rate payers might 'wear' a rate rise if they knew it created local jobs. • While it is clear this plan is not about specifics of programs it would be good to see mention of the potential to expand the greenwaste recovery system to include food scraps and other organic matter. 	<ul style="list-style-type: none"> • Where appropriate capture suggestions within Annual Implementation Plan.
Concerns/Actions outside City of Ballarat's control	<ul style="list-style-type: none"> • Reduction of Waste - Start charging the manufacturer in the supply chain. So much we buy at the supermarket is covered in unnecessary or unrecyclable plastic. Is this really necessary? • Plastics to be no more. • Paper bags in supermarkets. No more plastic. • Minimal plastic packaging in supermarket lines. • Recycle glass bottles for a few cents when handed in to collection yard • Money for cans handed in. • Pressure the Victorian government to bring in a deposit scheme on plastic and glass containers as they have in almost every other state of Australia. There would be a lot less of these items littering public places. 	<ul style="list-style-type: none"> • Take note of actions. • Provide support to community groups where appropriate. • Support State government in changes of policy that reduce plastic, glass bottles and cans in communities.



Category	Comments from respondents	Recommendation
What others are doing:	<ul style="list-style-type: none"> • In Switzerland, citizens leave all packaging at the supermarket, as they have to pay exorbitant amount for rubbish bags, and Switzerland has limited land fill. We need to start to force change at the begging of our supply chain and start changing people's behaviour if we want to make serious change. People do change when there are alternatives. • Go and drive through the tip at Mildura you will be surprised. Don't waste money reinventing a process that works well somewhere else. • Might be the wrong forum but why not think more about simple things like what other good councils or states have. • Collection of hard waste e.g. furniture, wood, mattresses. Once a year by area or phone council for dates truck will go past. Register for this. [In Mildura and Adelaide] • Disability volunteer agencies have clients break down washing machines, fans, radios etc for parts and recycling [done in Mildura.] 	<ul style="list-style-type: none"> • State, National and International Recycle Recovery and Waste programs have been taken into consideration when writing the Strategy. • Continuously update information, research findings and innovative programs into City of Ballarat's works program – this can be achieved through the annual evaluation and review of the AIP.
'Other' comments	<ul style="list-style-type: none"> • These look fine but the content is what makes them extraordinary or mediocre • The current issue of China not accepting our recyclables is not their problem it is ours. We need to develop the options of what we want to accept as packaging and then we need to stick with it. Why do we need to wrap bananas in plastic bags, have white goods packaged in polystyrene which doesn't decompose etc.. • I don't really understand what is meant by "the management options" in this question. If you mean that Council runs the waste services instead of outsourcing I am very supportive of Council running them in house. That may not be what was meant by the question though... 	<ul style="list-style-type: none"> • Take comments under advisement – no specific action required. • Note there is one person's community support for waste services to be taken 'in house' rather than contracting them out.

Comment:

The annual implementation plan will contain a series of specific and measurable actions required by the City of Ballarat staff to -implement the waste strategy. The management options will be broken down into actual tasks that allow for implementation and accountability. The additional commentary made and provided thought the consultation should be considered at this action level. Where priorities



are lowered or suggested actions are not going to be implemented as per the suggestions, a report/explanation can be provided back to Clean Ballarat committee.

Recommendation:

A version of the annual implementation plan should be provided to the council on the progress towards the targets and will include a section that addresses the feedback comments even if they aren't implemented to acknowledge that they were considered and assessed.

8. General comments

When the respondents were asked ‘would you add, change or remove anything from the Strategy?’ their answers continued on the theme of being positive and action orientated. To assist with the analysis and interpretation of the comments they are grouped into the following categories:

- Positive comments
- Suggested actions within City of Ballarat’s control
 - Waste collection
 - Recycling
 - Community & education
 - Waste reduction
- Concerns/actions that are outside City of Ballarat’s control
- Other

Table 8.1 provides a detailed summary of all the general comments made with recommendations on how they can be acknowledged, added to the strategy, or placed into the Annual Implementation Plan. Comments in green have been added to

Table 8.1: List of general comments from respondents with recommendations

Category	Comments from respondents	Recommendation /comments
Positive comments	<ul style="list-style-type: none"> • It’s a good start • Very pleasing to see plans to use waste for generation of energy. 	<ul style="list-style-type: none"> • Note the support.
Suggested actions within City of Ballarat’s Control:	<p>Waste collection</p> <ul style="list-style-type: none"> • Ensure there is a recycling bin next to every rubbish bin in public areas. • Reusing my main waste bin that was replaced with smaller red lid bin as a compost bin was great reuse and didn't take up much space. 	<ul style="list-style-type: none"> • An education campaign need to compliment the addition of recycling bins in public area as they generate a high amount of contaminated material. • Where appropriate suggestions are made and are in line with Annual Implementation Plan priorities they can be added. • Opinions and/or personal statements do not need to be captured in the Strategy, just acknowledged.

Category	Comments from respondents	Recommendation /comments
	<p>Waste reduction</p> <ul style="list-style-type: none"> • Provide incentives to communities which support REDUCTION of waste as opposed to recycling. • Make the tip at Ballarat a shining example of reuse. • Place a stronger focus on initial waste reduction, as well as investing in optimum diversion and management strategies. • No solution will effective unless we can reduce the creation of waste to begin with. <ul style="list-style-type: none"> - Organic collection of waste material - Reduction of waste to begin with. • More details on the employment-based activities of the All-Waste Interchange and the waste to energy plant. • When some specific goals are looked at to achieve the strategy I think Ballarat need to become a City that promotes Cloth nappies over disposable nappies which will help to reduce the waste (see City of Casey for what they do in this regard). 	<ul style="list-style-type: none"> • Where appropriate suggestions are made and are in line with Annual Implementation Plan priorities they can be added. • Opinions and/or personal statements do not need to be captured in the Strategy, just acknowledged. • Understand the importance of reduction and minimising generation of waste, however where does the Council's responsibilities lie? An example is that the City of Ballarat can encourage and educate but not necessarily enforce waste minimisation. Diversion can be achieved through bins and separate streams.
	<p>Recycling</p> <ul style="list-style-type: none"> • We have an overabundance of glass that isn't being recycled at all; the Western Employment Zone could use a recycling facility for glass waste, and businesses could setup for reusing glass through container return schemes like the good old days of milk bottles. • Need to find a way for recyclables to actually be recycled if China are no longer taking it. I know it may well be out of local council budget but if the funding was provided by the state then the essential infrastructure to achieve this would create jobs. Without this final link in the chain the rest of the infrastructure would be redundant. • I would like to see recycling bins for coffee cups distributed throughout the area (especially within close proximity of venues that use them - it was great to see one at the Begonia Festival this year.) 	<ul style="list-style-type: none"> • Where appropriate suggestions are made and are in line with Annual Implementation Plan priorities they can be added. • Opinions and/or personal statements do not need to be captured in the Strategy, just acknowledged. • All actions have costs – understanding these costs, the various options that are available and prioritising them in a transparent manner is important. Choosing one product (e.g. bins for coffee cups) may not be the best economical choice or be the highest impacting object to reduce the City of Ballarat's waste.

Category	Comments from respondents	Recommendation /comments
	<p>Community & Education</p> <ul style="list-style-type: none"> • Add... Education as a strategy • Give greater weighting to educating people about not purchasing goods that have single-use containers • The strategy needs to be home grown, involve the community, getting local innovation and not expect others to solve Ballarat's issues. • Get community ambassadors 	<ul style="list-style-type: none"> • Where appropriate capture suggestions within Annual Implementation Plan.
<p>Concerns/Actions outside City of Ballarat's control</p>	<ul style="list-style-type: none"> • Time to get tough on business. • Construction sites all over town covered in smoko rubbish. • Costa's great idea about straws - but maccas are single use plastic nuts. How many more fast food restaurants can the city approve with no commitment from them. • A couple of free hard rubbish collections each year might cut down on illegal rubbish dumping. 	<ul style="list-style-type: none"> • Take note of actions. • Encourage businesses to reduce their waste production. • Hard waste collection is not free and there is at this stage no evidence that it reduces or prevents illegal rubbish dumping. • The Regional Waste Group has a new industry focus and there is an opportunity to encourage involvement with them.
<p>'Other' comments</p>	<ul style="list-style-type: none"> • Something to do with direct strategies would be powerful also. I.e. where people dispose of their "waste" directly to others who can use it without physically going through council facilities in any way at all. While Council would not be involved in the physical transfer of that "waste", Council could still have a large role to play in communicating what direct strategies and options exist, and therefore that should be in the strategy document also. This could be managed by the education team perhaps but is more in the area of maintaining reference data that people can look up than it is delivering education. (Imagine if Council could decrease the waste they had to process by even just 1% simply by keeping people well informed as to alternatives. I am of course making up the 1% for the sake of illustration.) 	<ul style="list-style-type: none"> • Take comments under advisement.



Recommendation:

- Comments will be reviewed -as part of the development of the Annual Implementation Plan and feedback will be provided to the Clean Ballarat Committee regarding which activities made it and which ones are supported but can be implemented.

9. Summary of Recommendations

Throughout this report a number of recommendations have been made based upon the feedback from the respondents. A summary of the recommendations is listed below:

1. Clean Ballarat review this report.
 - Consider placing a new management option in the Strategy along the lines of...
 - Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.
 - Insert a description of the consultation phase and a short summary of the results in to the Strategy (see Appendix 1 for draft description).
 - Clarify Target 1.1
 - Add into the illegal dumping target a new management option:
 - Set up a regional taskforce to address illegal dumping and to gather data on what is occurring.
 - A version of the annual implementation plan should be provided to the council on the progress towards the targets and will include a section that addresses the feedback comments even if they aren't implemented to acknowledge that they were considered and assessed.
 - Comments will be reviewed as part of the development of the Annual Implementation Plan and feedback will be provided to the Clean Ballarat Committee regarding, which activities were accepted and which ones are supported but cannot be implemented at that point in time.
 - Detailed information of the consultation can either be left as a stand-alone report within this document or be added to the Background Report as a new chapter.
2. Put forward chosen recommendations to improve the Strategy from the consultation and discussion held by the Clean Ballarat committee members to the City of Ballarat councillors.



10. List of all 25¹ respondents

Age	Gender	Location
65+	Male	
31	Female	ALFREDTON, VIC
50	Male	ALFREDTON, VIC
55	Male	ALFREDTON, VIC
29	Female	ALFREDTON, VIC
45	Male	BALLARAT CENTRAL, VIC
41	Female	BALLARAT EAST, VIC
48	Male	BROWN HILL, VIC
43	Male	BROWN HILL, VIC
68	Female	BUNINYONG, VIC
60	Female	CANADIAN, VIC
38	Female	DELACOMBE, VIC
37	Female	DELACOMBE, VIC
67	Female	DELACOMBE, VIC
32	Male	EUREKA, VIC
49	Male	INVERMAY, VIC
45	Female	LAKE WENDOUREE, VIC
55	Male	LAKE WENDOUREE, VIC
64	Female	LEARMONTH, VIC
26	Male	MOUNT CLEAR, VIC
42	Female	MOUNT CLEAR, VIC
45	Female	NERRINA, VIC
59	Female	NEWINGTON, VIC
42	Male	WENDOUREE, VIC

¹ Note: There are 24 respondents listed. The 25th respondent did not provide any demographic details and is not listed in this table.



11. Appendix

Draft description of the consultation and summary of results for the Strategy

The community consultation on the City of Ballarat Resource Recovery and Waste Management Strategy 2018-22 (The Strategy) was held for four weeks from 13th March to 6th April, 2018. Overall the City of Ballarat residents that contributed to the consultation survey were positive and in support of the Strategy. This is seen by the summary of statistical results provided below. Detailed information can be found in the *Resource Recovery and Waste Management Strategy 2018-22: Community Consultation Report*.

- 92% of the respondents supported the Vision
- 100% of the respondents supported the Objectives
- 92% of the respondents supported the Targets.
- 92% of the respondents supported the Management options. The remaining 8% were neutral.

Complimenting this high level of support, were comments provided by the respondents which were positive and action orientated. Practical suggestions on subjects such as waste reduction, collection, recycling, and education provides City of Ballarat with a rich list to choose from and add to the Annual Implementation Plan. There were also comments that were outside of City of Ballarat’s control and in the realm of influence or concern.



Draft

Resource Recovery and Waste Management Strategy 2018-22



Document control

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Document History

Version	Date	Authors	Summary of changes
1.0	3/11/2017	Julie White and Amber Connor	First draft
1.2	10/11/2017	Julie White and Amber Connor	Draft includes revisions and input through review of the first draft by Terry Demeo and La Vergne Lehmann.
1.3			Draft includes revision and input from Counsellors A, B & C etc
1.4			Final version incorporates feedback following public consultation

Approval

The following people are responsible for signing-off on the content of the document. Signatures constitute an acceptance and agreement of the document's content.

Name	Title	Approval Signature	Date

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Abbreviations

AWT	Alternative Waste Technology
Grampians Central West Implementation Plan	Grampians Central West Waste and Resource Recovery Implementation Plan
GCWWRRG	Grampians Central West Waste and Resource Recovery Group
C&D	Construction and demolition
C&I	Commercial and industrial
COB	<i>City of Ballarat</i>
DELWP	Department of Environment, Land, Water and Planning
EPA	Environment Protection Authority
EP Act	Environment Protection Act 1970
EPS	Expanded Polystyrene
FOGO	Food Organics and Garden Organics
GO	Garden Organics
LGPRF	Local Government Performance Reporting Framework
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
MUD	Multi-unit Development
RRC	Resource Recovery Centre
RRWMS	Resource Recovery and Waste Management Strategy
SV	Sustainability Victoria
State infrastructure plan	Statewide Waste and Resource Recovery Infrastructure Plan
TBL	Triple Bottom Line assessment
WRRG	Waste and Resource Recovery Group

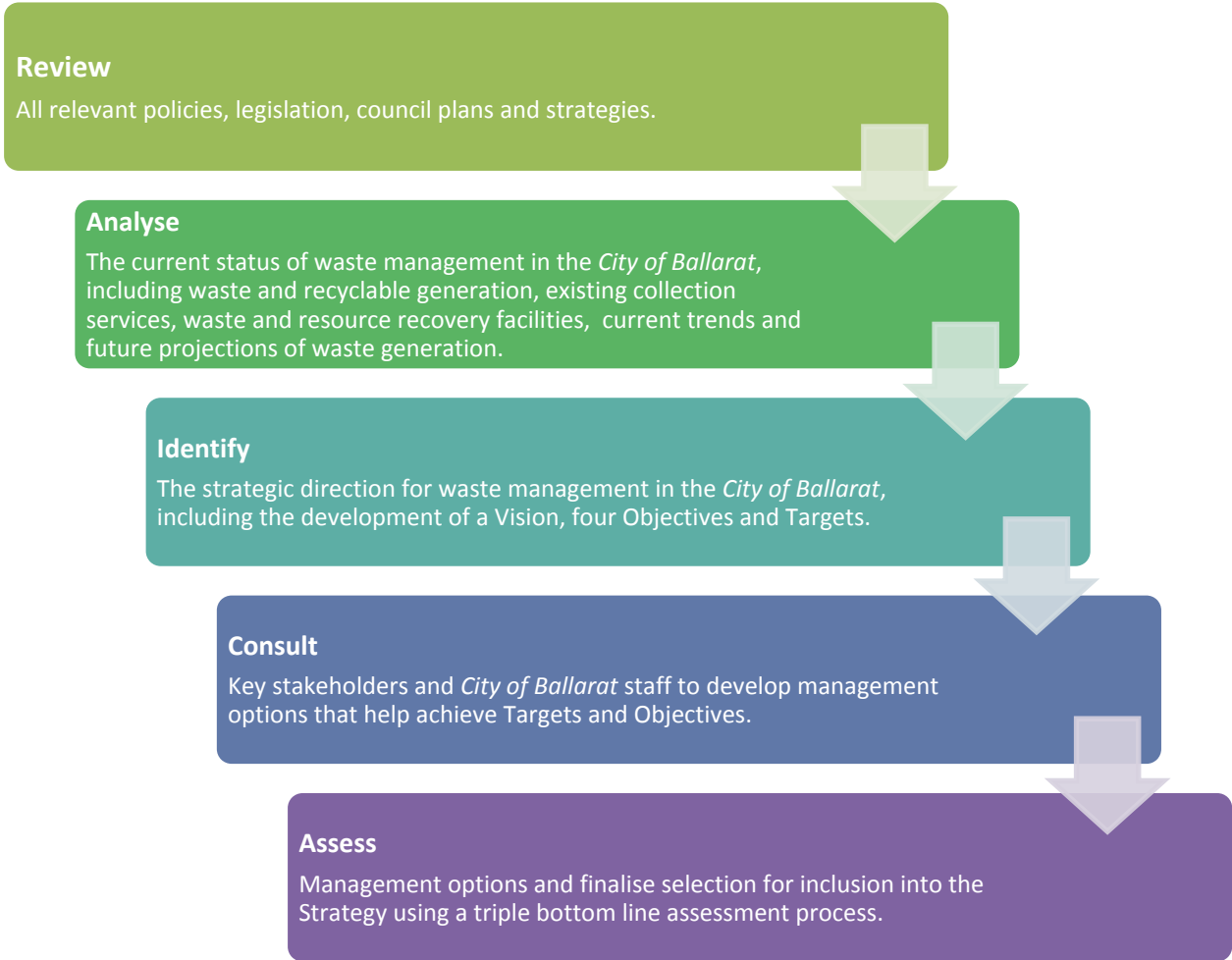
Executive Summary

The *City of Ballarat Resource Recovery and Waste Management Strategy 2018-22* (the Strategy) considers current and future waste management and resource recovery in the *City of Ballarat*. The Strategy identifies long-term strategic direction for sustainable waste management and provides a focus on the *City of Ballarat's* Targets to be achieved over the next five years.

Vision: To achieve zero recoverable waste to landfill by 2040.

- Objective One: Full resource recovery**
- Objective Two: Viable resource recovery markets**
- Objective Three: Adaptive infrastructure and operations**
- Objective Four: Strategic planning**

The Strategy was developed through a comprehensive process as outlined below.



Community Consultation of the Draft Strategy

The community consultation of the Strategy was held over a four-week period from 13th March to 6th April, 2018. Overall the *City of Ballarat* residents that contributed to the consultation survey were positive and in support of the Strategy. This is seen by the summary of statistical results provided below. Detailed information can be found in the Appendix D of the *City of Ballarat Resource Recovery and Waste Management Strategy Background Report, 2017*.

- 92% of the respondents supported the Vision
- 100% of the respondents supported the Objectives
- 92% of the respondents supported the Targets.
- 92% of the respondents supported the Management options. The remaining 8% were neutral.

Complimenting this high level of support, were comments provided by the respondents which were positive and action orientated. Practical suggestions on subjects such as waste reduction, collection, recycling, and education provides the *City of Ballarat* with a rich list to choose from and add to the Annual Implementation Plan. There were also comments that were outside of the *City of Ballarat's* control and in the realm of influence or concern.

Waste in the City of Ballarat

Waste generation and material recovery

Waste management is an issue for all households and businesses, and is central to the *City of Ballarat's* economy. Currently, the *City of Ballarat* has a well-developed waste management sector that generates significant employment and economic activity through the collection, transportation, sorting and processing of waste.

In 2017, 70% of all waste processed in the *City of Ballarat* came from the Municipal Solid Waste (MSW) sector, while 27% came from the Commercial and Industrial (C&I) sector and only 3% came from the Construction and Demolition (C&D) sector.

The *City of Ballarat* sent 26,828 tonnes of MSW to landfill in 2017. This represents approximately 253 kilograms of waste entering landfill for each person living in the *City of Ballarat*. A further 26,051 tonnes of waste were diverted through recovery processes.

The introduction of a kerbside greenwaste collection service in Ballarat in July 2016 saw more than 9,300 tonnes of green waste collected in the first year of operation, resulting in an increase in the diversion rate of municipal solid waste from 38% to almost 50%. These bins also showed very little contamination (1%). However, waste audits indicate that just under 30% of the contents of kerbside garbage bins contained potentially divertible waste.

When looking at the C&I and the C&D sectors, the majority of waste collected was potentially divertible, with 30% being potentially divertible organics and approximately 60% being potentially divertible recyclables. By addressing this potentially divertible waste the *City of Ballarat* can increase diversion rates, lowering the amount of waste going to landfill.

Council services and facilities

The *City of Ballarat* delivers three kerbside collection services: garbage, recycling and greenwaste. In the financial year of 2016/2017, 20,138 tonnes of waste, 9,083 tonnes of recyclables and 9,380 tonnes of greenwaste were collected. To achieve this, a fleet of 14 trucks and 17 FTE staff are employed annually to collect 44,251 garbage bins and recycling bins and 33,680 green waste bins. In addition to kerbside collection, there are 325 public place waste and recycling bins in the *City of Ballarat*. These bins are emptied on a weekly basis, with services being increased to daily in high use areas and during events. The routine collection is also increased during daylight savings.

To service over 40,000 homes and the various businesses, commercial operations and industries in the region, the *City of Ballarat* has a range of waste and recycling facilities. These include; a transfer station, the Smythesdale Landfill, a greenwaste interchange facility and a transfer site for recycling.

Future predictions

Using a ‘Business As Usual’ (BAU) scenario, it is projected that by 2026 waste generation in the *City of Ballarat* would rise to approximately 61,000 tonnes annually. An estimated 30,000 tonnes would be recovered and 31,000 tonnes would enter landfill.

Appropriate and adaptive infrastructure is integral to the management of waste. Projected increases in waste supports the need to establish a central waste and resource recovery facility that updates the current transfer station, provides a central collection point where all waste and resources are sorted and re-purposed, with minimal waste going to landfill. An All Waste Interchange facility is currently being investigated to fulfil this purpose.

Further to this, the *City of Ballarat* is also investigating the options of a material recovery facility, organic processing and waste to energy solutions for future resource recovery and waste management. In order to change the BAU scenario outcome, the *City of Ballarat* has set a clear Vision for future resource recovery and waste management.

The City of Ballarat’s Strategic Direction

Vision: To achieve zero recoverable waste to landfill by 2040.

In order to achieve this Vision four strategic Objectives have been established to provide direction for waste and resource recovery in the *City of Ballarat* over the next five years. This Vision and the four Objectives are in line with State and regional objectives.

Objective One: Full resource recovery

The *City of Ballarat* recognises waste as a valuable resource, which is currently under-utilised and aims to remove all valuable, recoverable materials from the waste stream prior to disposal in landfill.

Objective Two: Viable resource recovery markets

Meeting objective one is reliant on recovered resources entering a viable market. Understanding and supporting the development of viable resource recovery markets underpins the resource recovery process.

Objective Three: Adaptive infrastructure and operations

Invest in infrastructure and operational delivery that adjusts in order to proactively manage new and emerging waste streams and adapts to suit the changes in demand and supply supports the *City of Ballarat’s* vision.

Objective Four: Strategic planning

The *City of Ballarat* aims to ensure strategic planning principles are embedded in waste management planning and implementation through the adoption of an adaptive management approach.

Targets and Management Options

The below table outlines Targets and management options for these objectives.

Vision: To achieve zero recoverable waste to landfill by 2040

Objectives	Full resource recovery		Viable resource recovery markets	Adaptive infrastructure and operations			Strategic Planning
Targets	T1.1 The growth in waste generation is less than the rate of population growth.	T1.2 Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028.	T2.1 90% of recovered material enters a viable market stream with a focus on local enterprise.	T3.1 Infrastructure enables full resource recovery targets to be met.	T3.2 Waste management operations are adaptive and exceed industry standards and benchmarks.	T3.3 Reduce incidents of illegal dumping by 50% by 2022.	T4.1 Adaptive management principles are embedded in waste management planning and implementation.
Management Options	<p>Work with relevant agencies, industry and schools on waste and resource reduction and recovery education and engagement.</p> <p>Educate and raise awareness of waste minimisation and avoidance through the development of a Waste Education Plan.</p> <p>Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption (T1.1, T1.2).</p> <p>Provide advocacy in the community through support of waste minimisation initiatives (T1.1, T1.2).</p> <p>Identify and implement financial incentives and disincentives for waste minimisation across all sectors.</p> <p>Provide community leadership through local groups and businesses.</p>	<p>Develop a Waste Action Program to reduce recycling contamination across the MSW sector.</p> <p>Assess collection needs across all sectors, identify gaps in council services and investigate provision for those additional community needs.</p> <p>Educate and raise awareness of diversion options through the Waste Education Plan.</p> <p>Promote and advocate for the avoidance of single use products.</p> <p>Develop a business case for organic diversion options for MSW and C&I waste sectors.</p> <p>Encourage on-site reuse for construction & demolition waste, and work with local recyclers of C&D to better promote services in the region.</p> <p>Provide community leadership through local groups and business.</p> <p>Support GCWRRG's investigation into increasing the recovery of materials such as wood/timber, agricultural wastes, plastics, textiles, tyres and e-waste.</p>	<p>Develop a Resource Recovery Market plan.</p> <p>Improve resource recovery of priority marketable products, waste streams will go to the All Waste Interchange.</p> <p>Invest in 'pre-sort' infrastructure that aims to maximise on-site resource recovery (MRF). (T1.1, T2.1, T3.1)</p> <p>Undertake a gap analysis and develop a 3-year Strategic Resourcing Plan to enable proactive delivery of Waste Strategy, including opportunity for Resource Recovery Market Officer.</p> <p>Provide support for existing and emerging waste market initiatives.</p> <p>Consult with industry and GCWRRRG to gather information on innovation and market development needs and priorities.</p>	<p>Assess and implement options for asset rationalisation, consolidation and upgrade of landfill and RRC infrastructure.</p> <p>Facilitate the consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange (T1.2, T3.1).</p> <p>Invest in state-of-the-art waste service fleet, including investigation of alternative fuel and hybrid drive systems.</p> <p>Continue to pursue a feasibility study that looks at all options of waste to energy facilities that places Ballarat as a central processor of Victoria's waste (T1.2, T3.1).</p> <p>Provide assistance to industry to ensure infrastructure, facilities and services are operating and managed to protect the community, environment and public health.</p>	<p>Establish benchmarks for waste management services including: landfill management; transfer station, street cleaning and waste collection and use to inform best practice and continual improvement processes.</p> <p>Investigate logistics and infrastructure that produce efficiencies in waste transport including understanding the viability verses distance constraint.</p> <p>Implement the Smythesdale Landfill Master Plan.</p> <p>Work with the GCWRRG, industry and the EPA to progress any rehabilitation assessments and requirements for closed landfills.</p>	<p>Facilitate the development of an illegal dumping action plan with partners and key stakeholders.</p> <p>Establish a regional taskforce to address illegal dumping.</p> <p>Work with SV and the Victorian Litter Action Alliance (VLAA) to develop and implementation best practice litter prevention programs.</p> <p>Raise awareness of illegal dumping through the Waste Education Plan.</p> <p>Provide additional resources for enforcement activities.</p>	<p>Implement an annual review of the RRWM Implementation Plan.</p> <p>Apply adaptive management approach to waste management.</p> <p>Implement a reliable and targeted local data system that informs waste and resource recovery decisions and contributes to regional and state data systems.</p> <p>Work with GCWRRG and other councils to develop mechanisms and contingency plans to appropriately manage waste and material during and after emergency or unplanned events.</p> <p>Work with the GCWRRG to facilitate the development of council partnerships to enable efficiencies in resource recovery, materials transport and disposal.</p> <p>Collaborate with GCWRRG on waste infrastructure planning.</p>

GCWRRG = Grampians Central West Waste and Resource Recovery Group. EPA= Environment Protection Authority. SV = Sustainability Victoria

1. Introduction

The *City of Ballarat Resource Recovery and Waste Management Strategy 2018-22* (the Strategy) considers current and future waste management and resource recovery in the *City of Ballarat*. The Strategy identifies long-term strategic direction for sustainable waste management and provides a focus on Targets to be met over the next five years.

Vision: To achieve zero recoverable waste to landfill by 2040.

Objective One: Full resource recovery

Objective Two: Viable resource recovery markets

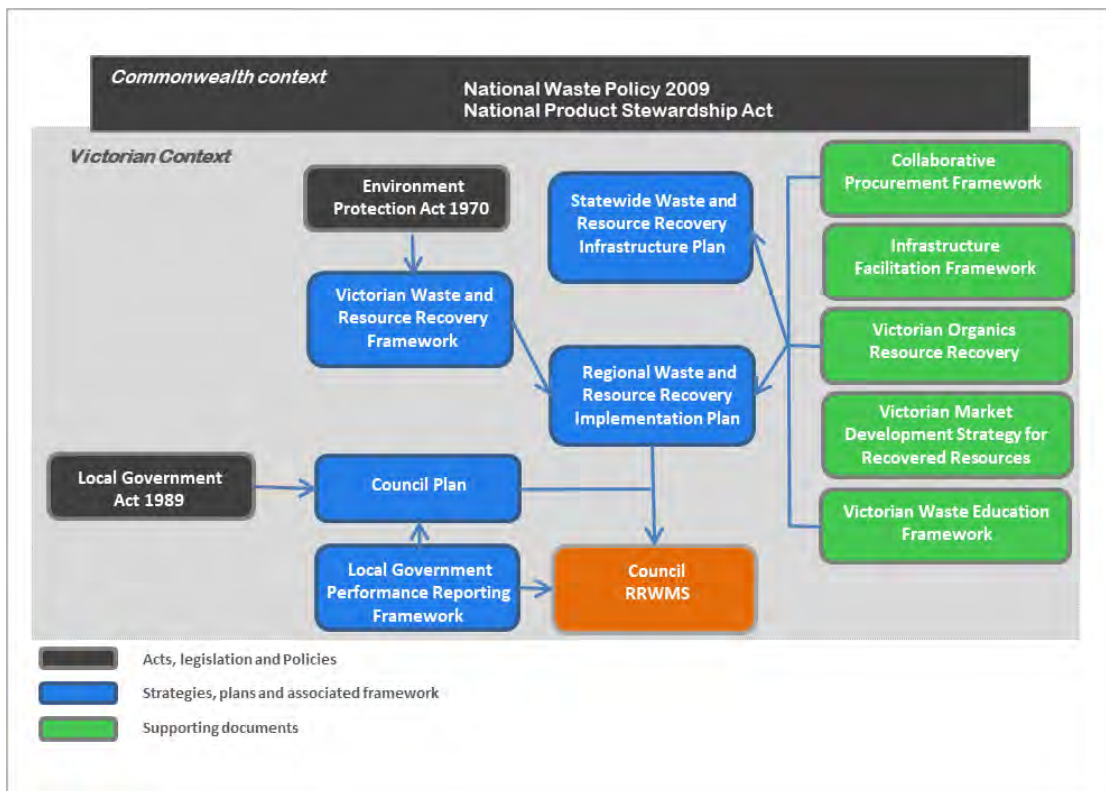
Objective Three: Adaptive infrastructure and operations

Objective Four: Strategic planning

1.1 Strategic Framework

The Strategy was developed within the framework of National, State and local government acts, legislation, policies, regulations and plans and regional initiatives of the Grampians Central West Waste and Resource Recovery Group (GCWRRG). Figure 1.1 shows an overview of this strategic framework.

Figure 1-1 Waste management planning framework



The Strategy was also developed through the following processes:

- Analysis of the current status of waste management in the *City of Ballarat*, including waste and recyclable generation, existing collection services and waste and resource recovery facilities;
- Review of current trends and future projections of waste generation;
- Consultation with key stakeholders;

- Analysis of future projected requirements for waste and resource recovery infrastructure;
- Analysis of existing and proposed management options for improving waste and recycling services;
- Assessment of the environmental, social and financial impacts of future management options for sustainable waste management.

1.2 Guiding principles

Waste Management Hierarchy

The waste management hierarchy is the underlying principle of waste management policies in Australia and is included in the *Environment Protection Act 1970*. It establishes the order of preference for waste management and underpins development of waste management options in the Strategy. The waste management hierarchy is outlined in Figure 1.2.

Figure 1-2 Waste Management Hierarchy

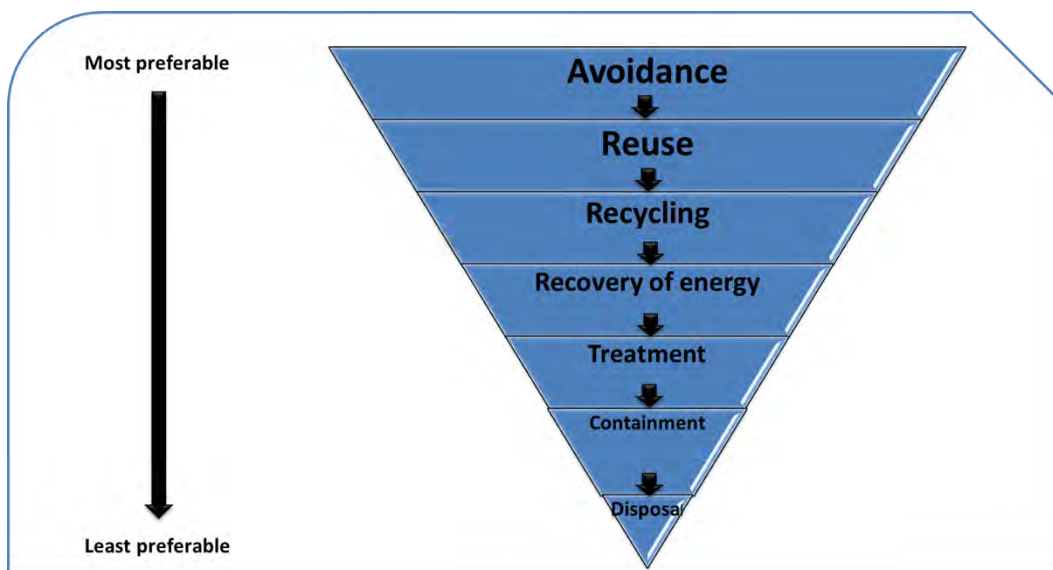
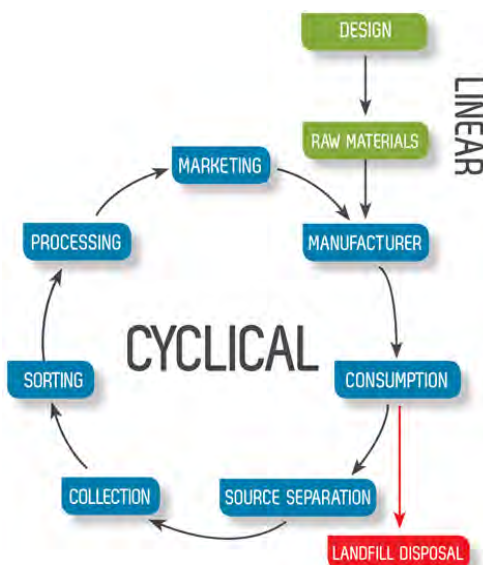


Figure 1-3 Linear and cyclical resource flows



Circular economy

Circular economy is discussed in Sustainability Victoria's *Victorian Market Development Strategy for Recovered Resources*. It suggests there are three key phases in the circular approach, including consumption, resource recovery and manufacturing. The linear 'take-make-dispose' supply chain approach to manufacturing and consumption is made circular by resource recovery, which brings materials back into the cycle for remanufacturing. This approach results in a very small component of waste going to landfill and underpins the *City of Ballarat's* zero recoverable waste to landfill vision. Figure 1.3 outlines both circular and linear resource flows.

2. Overview of waste in the *City of Ballarat*

2.1 Performance and achievements

An analysis of the *City of Ballarat's* performance against goals and targets from the 2013 Waste Management Strategy highlighted the *City of Ballarat's* key achievements over the last four years. These, together with other significant outcomes, are outlined in Table 2.1.

Table 2-1 Key actions and outcomes achieved by the *City of Ballarat*

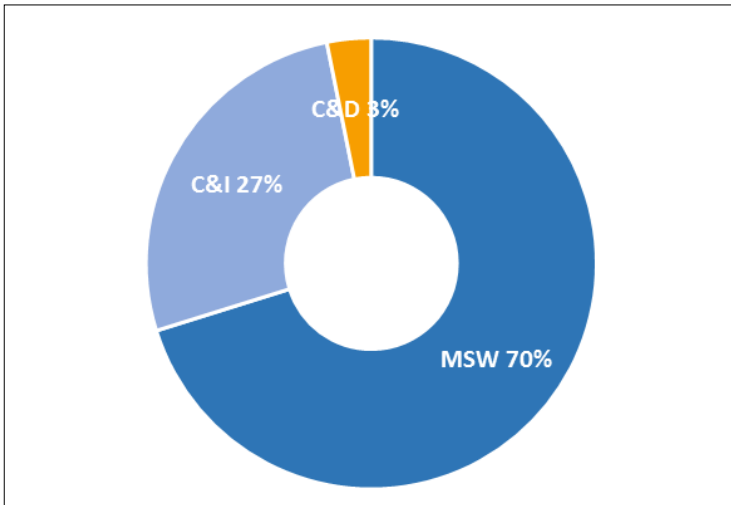
Action implemented	Outcome achieved
Benchmarking for the waste collection service	Waste collection service to remain in-house which allows greater flexibility and adaptability as we grow and the housing density changes.
Introduction of a greenwaste service in July 2016	9380 tonnes of greenwaste diverted. An increase in diversion of waste from 34% in 2013 to 49% in 2017. From the 12-month Review the 'opt in' option was adopted.
Creation of a Waste Education Officer position.	Collaboration with the Grampians Central West Waste and Resource Recovery Group over the past twelve months on some community programs including illegal dumping, recycling and greenwaste kerbside contamination investigation.
The extension of waste audits from kerbside recycling services, to all waste streams	Provides a clearer picture of the waste types generated and potential management responses.
Review the Smythesdale landfill Stage 2.	A Landfill Master Plan
Waste to Energy ready project	Review and alignment of contracts, benchmarking of service, data verification and collation undertaken, placing the <i>City of Ballarat</i> in a position to launch into the next phases of the waste to energy project.
All Waste Interchange Business Case	Subdivisional work in progress.

2.2 Waste generation and material recovery

This section outlines waste generation, material recovery, council services and facilities in the *City of Ballarat*. Analysis of council data provides a clear understanding of current waste generation and recovery in the Municipal Solid Waste (MSW), Commercial and Industrial (C&I) and Construction and Demolition (C&D) sectors. The following graphs have been compiled using the 2017 waste audits. The *City of Ballarat* is currently undertaking comprehensive waste audits, the outcomes of which are not included in this analysis. Once available the results can be used to further inform waste generation and material recovery in the *City of Ballarat*.

Where our waste is coming from.

Figure 2-1 Waste by sector 2017

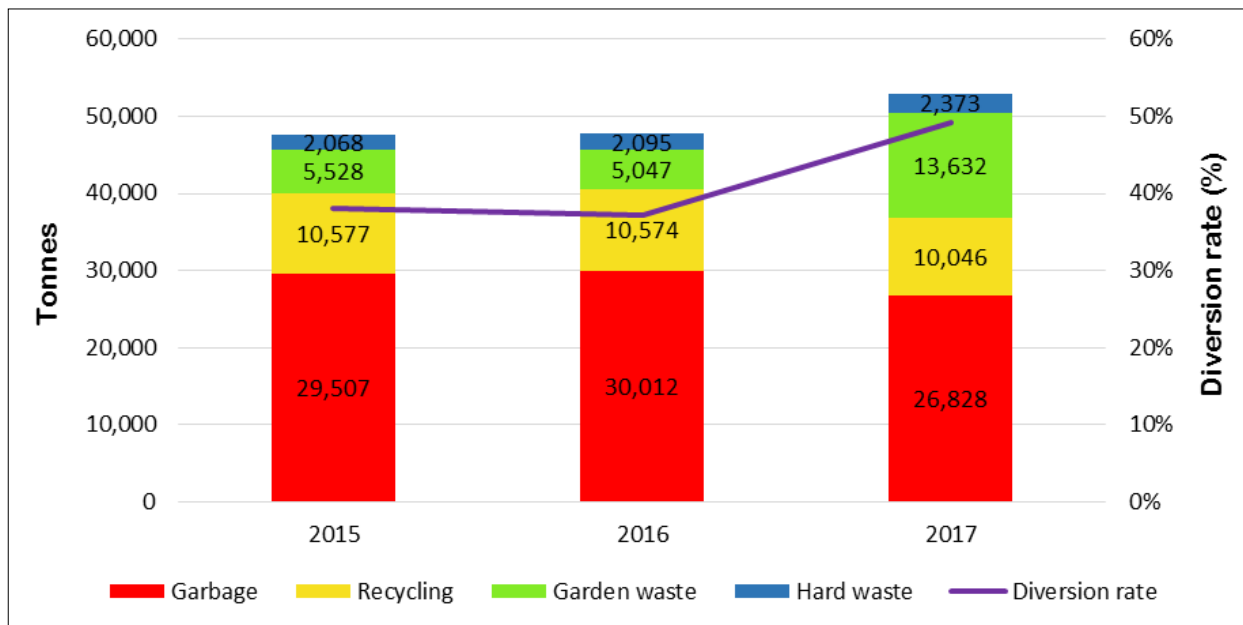


In 2017, 70% of all waste processed in the *City of Ballarat* came from the MSW sector, while 27% came from the C&I sector and only 3% came from the C&D sector (see figure 2.1). It is important to note that inflow may affect overall percentages as landfill figures for C&I and C&D include waste sources by contractors from outside the *City of Ballarat*.

The Municipal Solid Waste Sector

MSW includes waste from the three kerbside collection services, transfer station, public place bins and landfill. Figure 2.2 shows a breakdown of the volume in tonnes of MSW generated in the *City of Ballarat* from 2015 to 2017, as well as the rate of waste that was diverted from landfill either through recycling, greenwaste or hard waste separation and recovery.

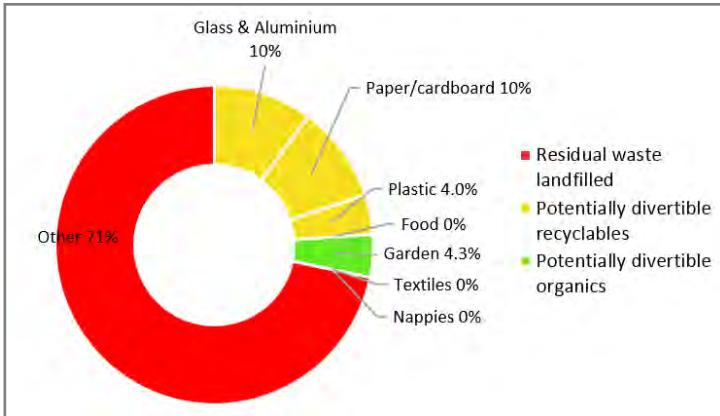
Figure 2-2 Waste and material generation 2015-2017



In 2017 the *City of Ballarat* sent 26,828 tonnes of MSW to landfill, while 26,051 tonnes of waste were diverted through recovery processes. This represents approximately 253 kilograms of waste entering landfill for each person living in the *City of Ballarat*. A further 26,051 tonnes of waste were diverted through recovery processes.

In July 2016, the introduction of a kerbside greenwaste collection service in Ballarat saw more than 9,300 tonnes of green waste collected in the first year of operation, resulting in an increase in the diversion rate of municipal solid waste from 38% to almost 50%. Greenwaste bins also showed very little contamination (1%).

Figure 2-3 Kerbside garbage bin composition 2017



However, waste audits indicated that just under 30% of the contents of kerbside garbage bins contained potentially divertible waste.

Figure 2.3 shows the average composition of waste found in kerbside garbage bins.

Figure 2-4 End point of municipal solid waste (MSW) 2017

Figure 2.4 shows the percentage of MSW that is recovered through recycling and green waste recovery processes. MSW to landfill includes waste from kerbside and public place bins, street sweepings and some material from transfer station. MSW recyclables includes waste from kerbside recycling and transfer station services, while MSW green waste includes waste from kerbside green waste and green material at the transfer station. Just over 50% of MSW was landfilled, with the other 50% recovered through green waste and recycling.

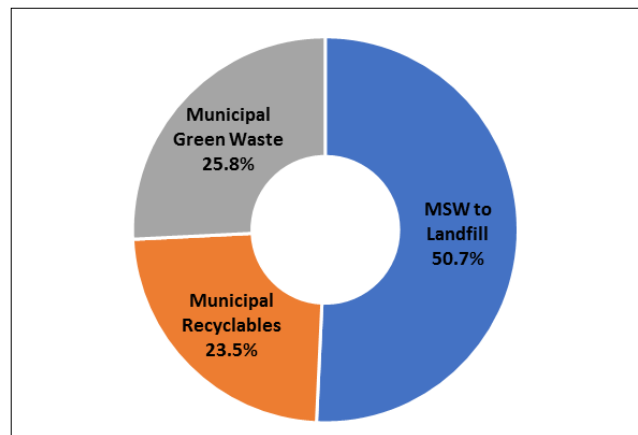
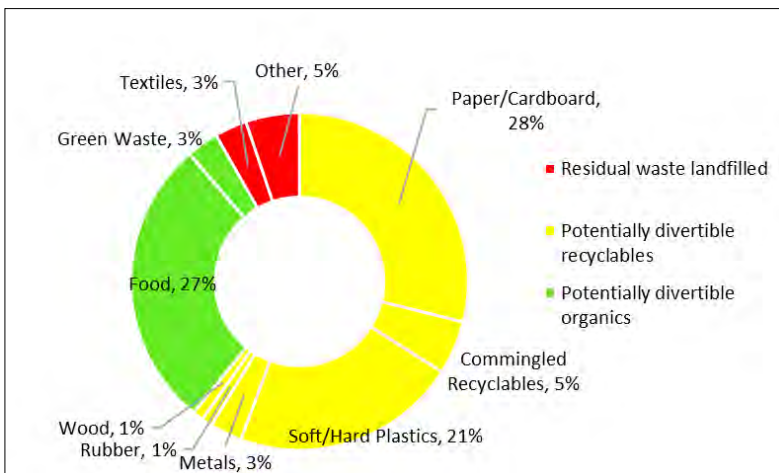


Figure 2-5 Source of waste from C&I and C&D sectors to landfill



When looking at the C&I and the C&D sectors, majority of waste collected was potentially divertible with 30% being potentially divertible organics (green) and approximately 60% being potentially divertible recyclables (yellow).

Figure 2.5 show the sources of waste from the C&I and C&D sectors.

Future Predictions

When developing strategic options for continual improvement of waste management, it is useful to consider future waste quantities generated under a 'business as usual' (BAU) scenario.

Figure 2-6 Waste and material generation 2015-2026

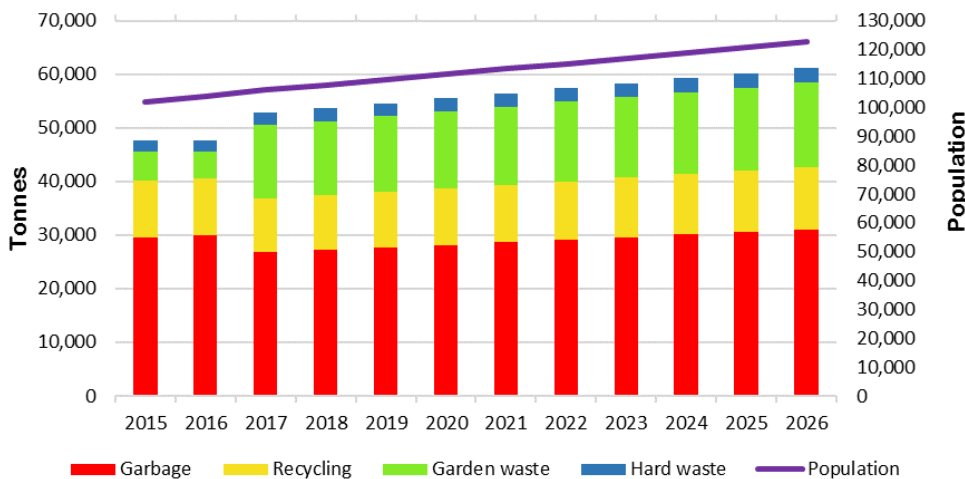


Figure 2.6 shows that by 2026, under the 'business as usual' scenario it is projected that waste generation in the *City of Ballarat* will grow to approximately 61,000 tonnes annually, with an estimated 30,000 tonnes to be recovered and 31,000 tonnes landfilled.

2.3 Council services and facilities

Kerbside collection services

The *City of Ballarat's* kerbside collection is delivered in three services: garbage, recycling and greenwaste. In the financial year of 2016/2017, 20,138 tonnes of waste, 9,083 tonnes of recyclables and 9,380 tonnes of greenwaste were collected. To achieve this, a fleet of 14 trucks and 17 FTE staff is employed annually to collect 44,251 garbage bins and recycling bins and 33,680 green waste bins. Table 2.2 outlines *the City of Ballarat's* collection service.

Table 2-2 Council kerbside collection services

Service	Bin size	Charge		Number of bins	Collection frequency
		Urban	Rural		
Garbage	120L	\$293 ¹	\$293	44,510 tenements ²	Weekly
Recycling	240L				Fortnightly
Garden waste	240L	\$63	\$63	33,925 ³	Fortnightly

¹ Note: Fee on rates includes kerbside recycling & general waste, street cleaning, education programs etc.

² Note: at 44,299 properties

³ Note: at 33,924 properties

Public place waste and recycling bins

In the *City of Ballarat* region there are 325 public place waste and recycling bins. These bins are emptied on a weekly basis, with services being increased to daily in high use areas and during events. The routine collection is also increased during daylight savings. The *City of Ballarat* also employs daily street sweepers.

Recycling and disposal facilities

To service over 40,000 homes and the various businesses, commercial operations and industries in the region, the *City of Ballarat* has a range of waste and recycling facilities. Table 2.3 lists these facilities, their current state, and specific actions required to meet future demands.

Table 2-3 Waste infrastructure status and action plan

Facility	Current status	Actions required
Transfer Station	<ul style="list-style-type: none"> Fully operational Facilities require upgrading 	<ul style="list-style-type: none"> Maintain and expand the service to the community. Create a design that transitions site users into recycling by layout and access. It must accommodate the growing number of material being diverted or planned to be diverted (e-Waste and its expansion into anything with a cord or battery). Relocate transfer station to All Waste Interchange.
Smythesdale Landfill	<ul style="list-style-type: none"> Fully operational 	<ul style="list-style-type: none"> Implement Smythesdale Landfill Master Plan, including review of waste input scenario changes. Review operational benchmarking. Reduce the amount of waste going to this landfill. Options include Waste to Energy and All Waste Interchange.
Greenwaste interchange facility	<ul style="list-style-type: none"> Fully operational 	<ul style="list-style-type: none"> Maintain service to community. Relocate greenwaste interchange facility to All Waste Interchange. Potential to expand to process food organics. Reduce contamination of 1% to 0.5% through targeted education campaign.
Transfer site for recycling	<ul style="list-style-type: none"> Fully operational 	<ul style="list-style-type: none"> Maintain the service. Review potential to relocate to All Waste Interchange once current contract expires.
Closed landfills x 4	<ul style="list-style-type: none"> <i>No longer operational</i> 	<ul style="list-style-type: none"> Maintain management of the closed landfills that require active management, including ongoing monitoring, maintenance and reporting to EPA. Update and implement regular reviews to ensure adequate management is in place.

All Waste Interchange

Appropriate and adaptive infrastructure is integral to the management of waste. Projected increases in waste supports the need to establish a central waste and resource recovery facility that updates the current transfer station, provides a central collection point where all waste and resources are sorted and re-purposed with minimal waste going to landfill. An All Waste Interchange facility is currently being investigated to fulfil this purpose.

Energy from Waste options

There is an opportunity to establish advanced waste treatment technologies as an alternative to landfill disposal. This includes technologies such as gasification, pyrolysis, anaerobic digestion and other waste to energy technologies. As the technologies suited to MSW require large volumes of waste (at least 100,000 tonnes per year depending on the technology) to justify the large capital outlay involved (over \$30 million for most systems), the *City of Ballarat* intends to work in collaboration with other Councils and the GCWRRRG to investigate and assess innovative opportunities for energy from waste across the Grampians Region.

3. Strategic Direction

The *City of Ballarat* has set a clear, long-term Vision for resource recovery and waste management. In order to achieve this Vision four strategic Objectives and seven Targets have been developed to provide direction for waste and resource recovery in the *City of Ballarat* for the next five years. (see figure 3.1).

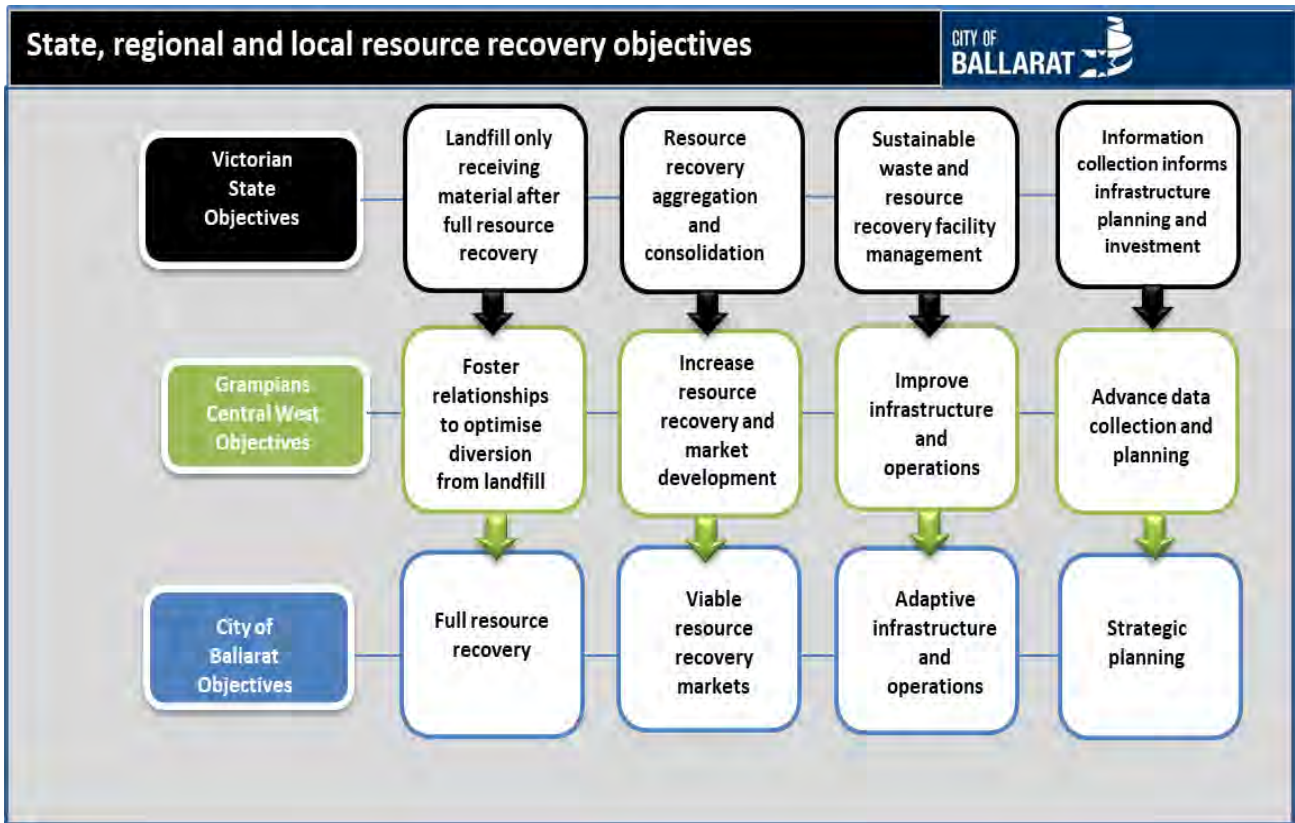
Figure 3-1 City of Ballarat Resource Recovery and Waste Management Strategy Vision, Objectives and Targets



3.1 Strategic alignment of the Objectives

The Strategy’s Objectives align with both State and regional strategic directions and aim to shape the *City of Ballarat’s* future waste management directions. Figure 3.2 outlines how the Strategy Objectives align to regional and state objectives.

Figure 3-2 Links to State and Regional Resource Recovery Waste Management Strategy Objectives.



3.2 Strategy Vision

To achieve zero recoverable waste to landfill by 2040

The zero-waste philosophy is a whole systems approach that proposes a massive change in the way materials flow through society, resulting in no waste. It is about moving from linear to cyclical resource flows. The approach encompasses more than eliminating waste through recycling and reuse, it focuses on restructuring production and distribution systems in order to reduce waste.

The Strategy’s Vision of zero recoverable waste to landfill is being applied through a filter of the *City of Ballarat’s* area of influence and control. It focuses on waste management and planning approaches that emphasise waste prevention and encourage redesigned resource life cycles where waste is sorted and all recoverable materials are reused and minimal waste is sent to landfill. Four key Objectives have been developed to support the *City of Ballarat* to meet this Vision.

3.3 Strategy Objectives

Objective One: Full resource recovery

Resource recovery is the separation or selective extraction of disposed materials for a specific next use, such as recycling, composting or energy generation in order to extract the maximum benefits from products, delay the consumption of virgin resources, and reduce the amount of waste generated. The Strategy aims to achieve full resource recovery, where all material that has a viable market has been recovered.

1. Full Resource Recovery

The City of Ballarat will:

1. Work with relevant agencies, industry and schools on waste and resource reduction and recovery education and engagement.
2. Educate and raise awareness of waste minimisation and avoidance through the development of a Waste Education Plan.
3. Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.
4. Provide advocacy in the community through support of waste minimisation.
5. Identify and implement financial incentives and disincentives for waste minimisation across all sectors.
6. Provide community leadership through local groups and businesses.
7. Develop a Waste Action Program to reduce recycling contamination across the MSW sector.
8. Assess collection needs across all sectors, identify gaps in council services and investigate provision for those additional community needs.
9. Educate and raise awareness of diversion options through the Waste Education Plan.
10. Promote and advocate for the avoidance of single use products.
11. Develop a business case for organic diversion options for MSW and C&I waste sectors.
12. Encourage on-site reuse for construction & demolition waste, and work with local recyclers of C&D to better promote services in the region.
13. Provide community leadership through local groups and business.
14. Support GCWWRRG's investigation into increasing the recovery of materials such as wood/timber, agricultural wastes, plastics, textiles, tyres and e-waste.

These actions aim to achieve the following Targets:

Target 1.1: The growth in waste generation is less than the rate of population growth.

Target 1.2: Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028.

Objective Two: Viable resource recovery markets

Resource recovery relies on establishing or sourcing suitable market demand for products. Sourcing suitable markets for recovered resources requires a strong understanding of local, national and global resource recovery markets. Market development for recovered resources is about creating and expanding appropriate and sustainable markets for the use of recovered materials and products. The Strategy aims to ensure 90% of all recoverable resources enter viable market streams.

2. Viable Resource Recovery Markets

The City of Ballarat will:

1. Develop a Resource Recovery Market plan.
2. Improve resource recovery of priority marketable products, waste streams will go to the All Waste Interchange.
3. Invest in 'pre-sort' infrastructure that aims to maximise on-site resource recovery (MRF). (T1.1, T3.1).
4. Undertake a gap analysis and develop a 3-year Strategic Resourcing Plan to enable proactive delivery of Waste Strategy, including opportunity for Resource Recovery Market Officer.
5. Provide support for existing and emerging waste market initiatives.
6. Consult with industry and GCWRWRRG to gather information on innovation and market development needs and priorities.

These actions aim to achieve the following Targets:

Target 2.1: 90% of recovered material enters a viable market stream with a focus on local enterprise.

Objective Three: Adaptive infrastructure and operations

In order to proactively manage new and emerging waste streams, and adapt to suit the changes in demand and supply of the waste sector, infrastructure and operational delivery need to adjust. The Strategy aims to ensure that the infrastructure enables full resource recovery Targets are met, and waste management operations are adaptive and exceed industry standards and benchmarks.

3. Adaptive Infrastructure and Operations

The City of Ballarat will:

1. Assess and implement options for asset rationalisation, consolidation and upgrade of landfill and RRC infrastructure.
2. Facilitate the consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange (T1.2).
3. Invest in state-of-the-art waste service fleet, including investigation of alternative fuel and hybrid drive systems.
4. Continue to pursue a feasibility study that looks at all options of waste to energy facilities that places Ballarat as a central processor of Victoria's waste (T1.2).
5. Provide assistance to industry to ensure infrastructure, facilities and services are operating and managed to protect the community, environment and public health.
6. Establish benchmarks for waste management services including: landfill management; transfer station, street cleaning and waste collection and use to inform best practice and continual improvement processes.
7. Investigate logistics and infrastructure that produce efficiencies in waste transport including understanding the viability verses distance constraint.
8. Implement the Smythesdale Landfill Master Plan.
9. Work with the GCWWRRG, industry and the EPA to progress any rehabilitation assessments and requirements for closed landfills.
10. Facilitate the development of an illegal dumping action plan with partners and key stakeholders.
11. Establish a regional taskforce to address illegal dumping.
12. Work with SV and the Victorian Litter Action Alliance (VLAA) to develop and implementation best practice litter prevention programs.
13. Raise awareness of illegal dumping through the Waste Education Plan.
14. Provide additional resource for enforcement activities.

These actions aim to achieve the following Targets:

Target 3.1: Infrastructure enables full resource recovery targets to be met.

Target 3.2: Waste management operations are adaptive and exceed industry standards and benchmarks.

Target 3.3: Reduce incidents of illegal dumping by 50 % by 2022.

Objective Four: Strategic Planning

Effective strategic planning articulates not only an organisation’s direction and the actions required to make progress, but also how it will know if it is successful. There are various frameworks and methodologies addressing strategic planning and management. The Strategy will utilise an adaptive management approach.

Adaptive management is a cyclical process that formalises information flows between strategy and planning, implementation and monitoring, evaluation and reporting and learning and adaptation.

4. Strategic Planning

The *City of Ballarat* will:

1. Apply adaptive management approach to waste management.
2. Implement an annual review of the RRWM Implementation Plan.
3. Implement a reliable and targeted local data system that informs waste and resource recovery decisions and contributes to regional and state data systems.
4. Work with GCWWRRG and other councils to develop mechanisms and contingency plans to appropriately manage waste and material during and after emergency or unplanned events.
5. Work with the GCWWRRG to facilitate the development of council partnerships to enable efficiencies in resource recovery, materials transport and disposal.
6. Collaborate with GCWWRRG on waste infrastructure planning.

These actions aim to achieve the following Targets:

Target 4.1: Adaptive management principles are embedded in waste management planning and implementation.

Draft

Resource Recovery and Waste Management Strategy Background Report November, 2017



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Document History

Version	Date	Author	Summary of changes
1.0	10/11/2017	Julie White and Amber Connor	First draft
1.2			Draft includes revision and input from Counsellors A, B & C etc
1.3			Final version incorporates feedback following public consultation

Approval

The following people are responsible for signing-off on the content of the document. Signatures constitute an acceptance and agreement of the document’s content.

Name	Title	Approval Signature	Date

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Abbreviations

AWT	Alternative Waste Technology
Grampians Central West Implementation Plan	Grampians Central West Waste and Resource Recovery Implementation Plan
GCWWRRG	Grampians Central West Waste and Resource Recovery Group
C&D	Construction and demolition
C&I	Commercial and industrial
COB	<i>City of Ballarat</i>
DELWP	Department of Environment, Land, Water and Planning
EPA	Environment Protection Authority
EP Act	Environment Protection Act 1970
EPS	Expanded Polystyrene
FOGO	Food Organics and Garden Organics
GO	Garden Organics
LGPRF	Local Government Performance Reporting Framework
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
MUD	Multi-unit Development
RRC	Resource Recovery Centre
RRWMS	Resource Recovery and Waste Management Strategy
SV	Sustainability Victoria
State infrastructure plan	Statewide Waste and Resource Recovery Infrastructure Plan
TBL	Triple Bottom Line assessment
WRRG	Waste and Resource Recovery Group

Summary

The City of Ballarat Resource Recovery and Waste Management Background Report 2017 (the Report) considers current and future waste management and resource recovery in the *City of Ballarat*. The Report reviews the current status of waste management, including data on waste and recyclables generation, collection services and waste and resource recovery facilities.

The Report supports the development of a strategy that offers long-term strategic direction for sustainable waste management and provides a focus on the *City of Ballarat's* goals to be achieved over the next five years. The strategic direction is documented in the accompanying – *City of Ballarat Resource Recovery and Waste Management Strategy, 2018-2022* (the Strategy). The Report is an internal document, and information contained within is not intended for wider distribution.

In 2017, 70% of all waste processed in the *City of Ballarat* came from the municipal solid waste (MSW) sector, while 27% came from the commercial and industrial (C&I) sector and only 3% came from the construction and demolition (C&D) sector.

The *City of Ballarat* sent 26,828 tonnes of MSW to landfill in 2017. This represents approximately 253 kilograms of waste entering landfill for each person living in the *City of Ballarat*. A further 26,051 tonnes of waste were diverted through recovery processes.

The introduction of a kerbside greenwaste collection service in Ballarat's city centre in July 2016 saw more than 9,300 tonnes of green waste collected in the first year of operation, resulting in an increase in the diversion rate of municipal solid waste from 38% to almost 50%. These bins also showed very little contamination (1%). Interestingly the waste audits indicated that just under 30% of the contents of kerbside garbage bins contained potentially divertible waste.

When looking at the C&I and the C&D Sectors, the majority of waste collected was potentially divertible with 30% being potentially divertible organics and approximately 60% being potentially divertible recyclables.

To service over 40,000 homes and the various businesses, commercial operations and industries in the region, *City of Ballarat* has a range of waste and recycling facilities. These include; a waste transfer station (where waste is bulk hauled to landfill for disposal), the Smythesdale Landfill, a greenwaste interchange facility and a transfer site for recycling (where co-mingled recyclables are bulk hauled elsewhere for processing).

Using a 'business as usual' (BAU) scenario, it is projected that waste generation in the *City of Ballarat* would grow to approximately 61,000 tonnes annually by 2026. An estimated 30,000 tonnes would be recovered and 31,000 tonnes would enter landfill.

Appropriate and adaptive infrastructure is integral to the management of waste. Projected increases in waste supports the need to establish a central waste and resource recovery facility that updates the current transfer station, provides a central collection point where all waste and resources are sorted and re-purposed with minimal waste going to landfill. An All Waste Interchange facility is currently being investigated to fulfil this purpose. Further to this, the *City of Ballarat* is also investigating the options of a material recovery facility and waste to energy solutions for future resource recovery and waste management.

In order to change the BAU scenario outcome the *City of Ballarat* has set a clear vision for future resource recovery and waste management.

The *City of Ballarat's* Strategic Direction

Vision:

To achieve zero recoverable waste to landfill by 2040.

In order to achieve this Vision, four Strategic Objectives have been established to provide direction for waste and resource recovery in the *City of Ballarat* over the next five years. This Vision and the four Objectives are in line with State and regional objectives.

Objective One: Full resource recovery

The *City of Ballarat* recognises waste as a valuable resource, which is currently under-utilised. In order to achieve the Vision, the *City of Ballarat* aims to remove all valuable, recoverable materials from the waste stream prior to disposal in landfill.

Objective Two: Viable resource recovery markets

Meeting objective one is reliant on recovered resources entering a viable market. Understanding and supporting the development of viable resource recovery markets underpins the resource recovery process.

Objective Three: Adaptive infrastructure and operations

Technology in waste management has evolved considerably, with new waste sorting and processing facilities providing more cost-effective ways to achieve resource recovery and greenhouse gas abatement. Investment in infrastructure and operational delivery that adjusts in order to proactively manage new and emerging waste streams and adapts to suit the changes in demand and supply, supports the *City of Ballarat's* Vision.

Objective Four: Strategic planning

The *City of Ballarat* aims to ensure strategic planning principles are embedded in waste management planning and implementation. An adaptive management approach will be adopted to formalise information flows between strategy and planning, implementation and monitoring, evaluation and reporting, and learning and adaptation.

The Strategy also recognises waste management as a system that is central to the *City of Ballarat's* economy and that managing waste is an issue for all households and businesses. Currently, the *City of Ballarat* has a well-developed waste management sector that generates significant employment and economic activity through the collection, transportation, sorting and processing of waste.

The below table outlines Targets and proposed management options for these Objectives.



Vision: To achieve zero recoverable waste to landfill by 2040

Objectives	Full resource recovery		Viable resource recovery markets	Adaptive infrastructure and operations			Strategic Planning
Targets	T1.1 The growth in waste generation is less than the rate of population growth.	T1.2 Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028.	T2.1 90% of recovered material enters a viable market stream with a focus on local enterprise.	T3.1 Infrastructure enables full resource recovery targets to be met.	T3.2 Waste management operations are adaptive and exceed industry standards and benchmarks.	T3.3 Reduce incidents of illegal dumping by 50% by 2022.	T4.1 Adaptive management principles are embedded in waste management planning and implementation.
Management Options	<p>Work with relevant agencies, industry and schools on waste and resource reduction and recovery education and engagement.</p> <p>Educate and raise awareness of waste minimisation and avoidance through the development of a Waste Education Plan.</p> <p>Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption. (T1.1, T1.2).</p> <p>Provide advocacy in the community through support of waste minimisation initiatives (T1.1, T1.2).</p> <p>Identify and implement financial incentives and disincentives for waste minimisation across all sectors.</p> <p>Provide community leadership through local groups and businesses.</p>	<p>Develop a Waste Action Program to reduce recycling contamination across the MSW sector.</p> <p>Assess collection needs across all sectors, identify gaps in council services and investigate provision for those additional community needs.</p> <p>Educate and raise awareness of diversion options through the Waste Education Plan.</p> <p>Promote and advocate for the avoidance of single use products.</p> <p>Develop a business case for organic diversion options for MSW and C&I waste sectors.</p> <p>Encourage on-site reuse for construction & demolition waste, and work with local recyclers of C&D to better promote services in the region.</p> <p>Provide community leadership through local groups and business.</p> <p>Support GCWRRG's investigation into increasing the recovery of materials such as wood/timber, agricultural wastes, plastics, textiles, tyres and e-waste.</p>	<p>Develop a Resource Recovery Market plan.</p> <p>Improve resource recovery of priority marketable products, waste streams will go to the All Waste Interchange.</p> <p>Invest in 'pre-sort' infrastructure that aims to maximise on-site resource recovery (MRF). (T1.1, T2.1, T3.1)</p> <p>Undertake a gap analysis and develop a 3-year Strategic Resourcing Plan to enable proactive delivery of Waste Strategy, including opportunity for Resource Recovery Market Officer.</p> <p>Provide support for existing and emerging waste market initiatives.</p> <p>Consult with industry and GCWRRG to gather information on innovation and market development needs and priorities.</p>	<p>Assess and implement options for asset rationalisation, consolidation and upgrade of landfill and RRC infrastructure.</p> <p>Facilitate the consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange (T1.2, T3.1).</p> <p>Invest in state-of-the-art waste service fleet, including investigation of alternative fuel and hybrid drive systems.</p> <p>Continue to pursue a feasibility study that looks at all options of waste to energy facilities that places Ballarat as a central processor of Victoria's waste (T1.2, T3.1).</p> <p>Provide assistance to industry to ensure infrastructure, facilities and services are operating and managed to protect the community, environment and public health.</p>	<p>Establish benchmarks for waste management services including: landfill management; transfer station, street cleaning and waste collection and use to inform best practice and continual improvement processes.</p> <p>Investigate logistics and infrastructure that produce efficiencies in waste transport including understanding the viability verses distance constraint.</p> <p>Implement the Smythesdale Landfill Master Plan.</p> <p>Work with the GCWRRG, industry and the EPA to progress any rehabilitation assessments and requirements for closed landfills.</p>	<p>Facilitate the development of an illegal dumping action plan with partners and key stakeholders.</p> <p>Establish a regional taskforce to address illegal dumping.</p> <p>Work with SV and the Victorian Litter Action Alliance (VLAA) to develop and implementation best practice litter prevention programs.</p> <p>Raise awareness of illegal dumping through the Waste Education Plan.</p> <p>Provide additional resource for enforcement activities.</p>	<p>Implement an annual review of the RRWM Implementation Plan.</p> <p>Apply adaptive management approach to waste management.</p> <p>Implement a reliable and targeted local data system that informs waste and resource recovery decisions and contributes to regional and state data systems.</p> <p>Work with GCWRRG and other councils to develop mechanisms and contingency plans to appropriately manage waste and material during and after emergency or unplanned events.</p> <p>Work with the GCWRRG to facilitate the development of council partnerships to enable efficiencies in resource recovery, materials transport and disposal.</p> <p>Collaborate with GCWRRG on waste infrastructure planning.</p>

GCWRRG = Grampians Central West Waste and Resource Recovery Group. EPA= Environment Protection Authority. SV = Sustainability Victoria

1. Introduction

The *City of Ballarat Resource Recovery and Waste Management Background Report 2017* (the Report) considers current and future waste management and resource recovery in the *City of Ballarat*. The Report collates information, analyses waste and resource recovery issues and trends and identifies strategic directions for the *City of Ballarat* and future management options that support these directions. The Report is an internal document and information contained within it is not intended for wider release.

The Report supports the development of a strategy that offers long-term strategic direction for sustainable waste management and provides a focus on the *City of Ballarat's goals to be achieved* over the next five years. The strategic direction is documented in the accompanying document – *City of Ballarat Resource Recovery and Waste Management Strategy, 2018-2022* (the Strategy).

The *City of Ballarat* is a member of the Grampians Central West Waste and Resource Recovery Group (GCWRRG) and the Report and accompanying Strategy were developed in accordance with the *Grampians Central West Waste and Resource Recovery Implementation Plan* (Grampians Central West Implementation Plan).

This Background Report was developed through consideration of:

- existing waste and recycling collection and management services provided
- consultation with relevant stakeholders
- review of local, state and national policies, regulations and plans
- review of achievements and outcomes to date
- analysis of current and future waste trends
- assessment of existing waste and resource recovery infrastructure
- analysis of management options for improving waste and recycling services
- assessment of the environmental, social and financial impacts of future strategies for sustainable waste management.



2. Context

Development of the Strategy was influenced by national, state and local government acts, legislation and policies, as well as regional initiatives of the GCWRRG. It was also developed within the context of community expectations, past performance and other issues.

2.1 Policies and Regulation

This section provides an outline of the legislation, policy and planning framework relevant to the management of waste at council level.

Commonwealth Government

The *National Waste Policy: Less Waste, More Resources* was developed in 2009 by the Commonwealth Government. This is the overarching policy for waste management and resource recovery in Australia and it complements other government action to deliver greenhouse gas emission reductions, reduce energy and water use, support jobs and invest in future long term economic growth. The policy sets directions in six key areas:

1. Shared responsibility for reducing the environmental, health and safety footprint of products and materials across the manufacture-supply-consumption chain through to end-of-life.
2. Efficient and effective Australian markets operate for waste and recovered resources, with local technology and innovation being internationally sought after.
3. Less waste and improved use of waste to achieve broader environmental, social and economic benefits.
4. Reduction of potentially hazardous content of wastes with consistent, safe and accountable waste recovery, handling and disposal.
5. Increased capacity in regional, remote and indigenous communities to manage waste and recover and re-use resources.
6. Access by decision-makers to meaningful, accurate and current national waste and resource recovery data and information to measure progress and educate and inform the behaviour and the choices of the community.

The Commonwealth Government also established National Environment Protection Measures (NEPMs); these set the basis for agreed national objectives for protecting or managing aspects of the environment (and are enforced through state legislation). Waste-related NEPMs currently in place address used packaging materials and the movement of hazardous waste between states/territories.

National product stewardship arrangements (between government and industry) are in place for televisions and computers, end-of-life tyres, waste oil, mobile phones and other products. Future arrangements for other materials are likely to be established.

Victorian Government

The Environment Protection Authority (EPA) is responsible for enforcement of the *Environment Protection Act 1970* (EP Act) which is the key legislative mechanism for environmental protection in Victoria. Among other points, it outlines the Victorian waste and resource recovery planning framework and scope for the development of state and regional waste plans, the establishment of landfill levies and industrial waste policies, as well as supporting regulations for waste and recycling facilities. Under this Act, councils are required to perform waste management functions that are consistent with Regional Waste and Resource Recovery Implementation Plans (such as the Grampians Central West Implementation Plan).

The Department of Environment, Land, Water and Planning (DEWLP) has a role in setting the state policy for waste and resource recovery. Specifically, they prepare legislative amendments and provide policy, planning, leadership, coordination and oversight of the environment portfolio. They also collaborate with other government departments, particularly the Department of Economic Development, Jobs, Transport and Resources and the Department of Health and Human Services to maximise investment and employment opportunities, and to address the community, environment and public health problems posed by waste.

The *Local Government Act 1989* outlines the roles and responsibilities of Victorian councils, with additional waste management responsibilities set out in the *Public Health and Wellbeing Act 2008*. These responsibilities include maintaining the municipality in a clean and sanitary condition, planning for and providing community services and infrastructure, ensuring that services are delivered in accordance with best value principles, and striving for continuous improvement in service delivery.

The Victorian Government also established the *Local Government Performance Reporting Framework (LGPRF)* in 2014, which is a mandatory system for consistent local government reporting across the state. Councils are required to measure and report annually on 66 performance measures set out in the framework, including waste management services. Council performance levels can be viewed and compared with other councils via the *Know Your Council* website (<https://knowyourcouncil.vic.gov.au/>). For specific information and graphs on *City of Ballarat* performance measures for 2015-16 in relation to waste management services, refer to Section 2.6 Past Performance.

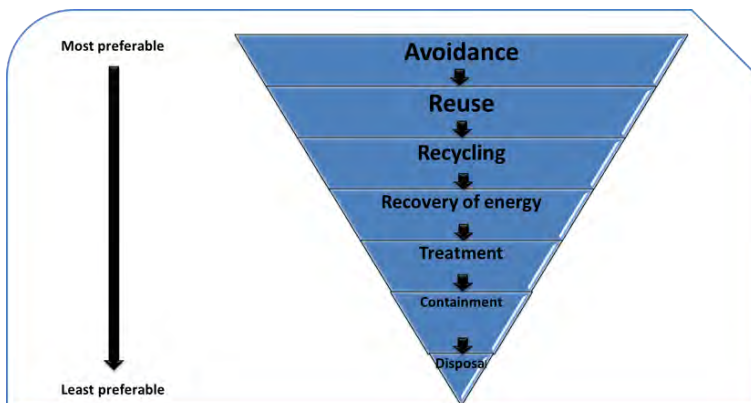
There are additional waste issues currently under consideration which may affect future waste management in the region:

- The Victorian Government is committed to banning e-waste from landfills and the use of single use plastic bags. They are currently exploring the impact of enabling legislation.
- With recent regulations announced by all other states, Victoria currently remains the only state in Australia without legislation planned to introduce a deposit on beverage containers. There may be future pressure on the Victorian Government to join a national scheme to enact this.
- The Victorian government has recently announced its intention to conduct a major overhaul of the Environment Protection Act over the next two years.

Waste management hierarchy

Figure 2-1 Waste Management Hierarchy

The waste management hierarchy is the underlying principle of waste management policies in Australia and is included in the *Environment Protection Act 1970*. The hierarchy establishes the order of preference for waste management as outlined in Figure 2.1.



2.2 Victorian Strategic Directions and Initiatives

Sustainability Victoria is responsible for implementing Victorian Government policies on resource recovery and waste management including the development of the *Statewide Waste and Resource Recovery Infrastructure Plan 2015-44* (State Infrastructure Plan). This plan provides strategic directions for improving waste and resource recovery infrastructure to achieve the long-term vision of an integrated statewide waste and resource recovery system that provides an essential community service to:

- protect the community, environment and public health
- recover valuable resources from our waste
- minimise long term costs to households, industry and governments.

Goals outlined in the State Infrastructure Plan (Sustainability Victoria 2015a) are listed below.

Goal 1 Landfills will only be used for receiving and treating waste streams from which all materials that can be viably recovered, have been extracted.

Goal 2 Materials are made available to the resource recovery market through aggregation and consolidation of volumes, to create viability in recovering valuable resources from waste.

Goal 3 Waste and resource recovery facilities, including landfills, are established and managed over their lifetime to provide best economic, community, environment and public health outcomes for local communities and the state, and ensure their impacts are not disproportionately felt across communities.

Goal 4 Targeted information provides the evidence base to inform integrated statewide waste and resource recovery infrastructure planning and investment at the state, regional and local levels by industry, local government, waste and resource recovery groups, government agencies and the broader community.

The SWRRIP Amended Consultation Draft

In 2016, SV determined the need to amend the SWRRIP to incorporate key information identified during the development of the seven Regional Waste and Resource Recovery Implementation Plans (Regional Implementation Plans). On 1 August 2017 SV, released a consultation draft for public feedback. Currently feedback is closed and an amended Statewide Waste and Resource Recovery Infrastructure Plan will be published, following gazettal by the Victorian Government. The SWRRIP Amended Consultation Draft has been taken into consideration when developing the Strategy.

Sustainability Victoria has also developed a range of other strategies and frameworks related to waste including the following:

- The *Collaborative Procurement Framework* (Sustainability Victoria undated), which outlines a consistent approach to identifying, assessing and planning collaborative procurement of waste and resource recovery infrastructure and services.
- The *Infrastructure Facilitation Framework* (Sustainability Victoria undated), which provides a coordinated, consistent and long-term approach to promoting and facilitating waste and resource recovery investment opportunities locally and abroad.
- The *Victorian Market Development Strategy for Recovered Resources* (Sustainability Victoria 2016a), which aims to stimulate markets for recovered resources by reducing barriers and supporting the right conditions for material and product markets to grow and mature.

- The *Victorian Organics Resource Recovery Strategy* (Sustainability Victoria 2015b), which outlines the goals, directions, outcomes and actions for improving the management and recovery of organic waste.
- The *Victorian Waste Education Framework* (Sustainability Victoria 2016b), which provides a coordinated approach to waste and resource recovery education in Victoria.

Circular economy in Victoria

Circular economy is discussed in SV’s *Victorian Market Development Strategy for Recovered Resources*. Figure 2.2 presents high level resource flows when circular economy principles are applied to Victoria. It suggests there are three key phases in the circular approach, including consumption, resource recovery and manufacturing. The linear 'take-make-dispose' supply chain approach to manufacturing and consumption is made circular by resource recovery, which brings materials back into the cycle for remanufacturing. This will result in a very small component of waste going to landfill.

Figure 2.2 outlines how the system interacts.

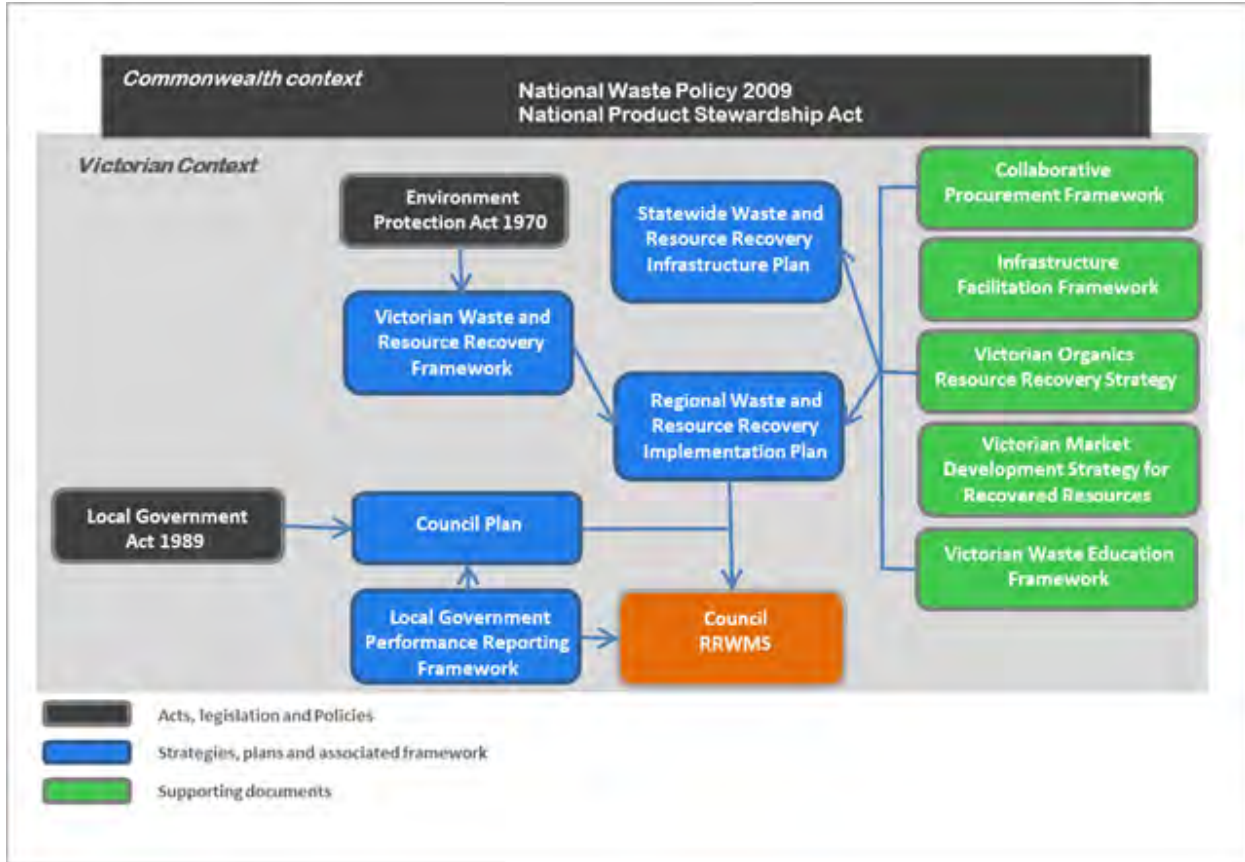
Figure 2-2 Flow of resources in Victoria’s waste and resource recovery system when circular economy principles are applied.



Source: Sustainability Victoria (2016a)

An overview of the strategic framework for the Strategy is shown in Figure 2.3.

Figure 2-3 Waste management planning framework



2.3 Regional Waste and Resource Recovery Plan

The *Grampians Central West Waste and Resource Recovery Implementation Plan* (Grampians Central West Implementation Plan) was developed by GCWWRRG in 2016. The plan identifies the infrastructure capacity needs and priorities of the region and is informed by the strategic directions and visions of the *Statewide Waste and Resource Recovery Infrastructure Plan*. Regional strategic objectives outlined in the GCWWRR Implementation Plan are to:

- Increase resource recovery and market development;
- Improve infrastructure and operations;
- Advance data collection and planning;
- Foster relationships to optimise diversion from landfill.

To deliver on these objectives, GCWWRRG has developed nine priority actions. Each priority action has sub-activities and initiatives involving various stakeholders such as GCWWRRG, councils, DELWP, EPA, industry, etc. These actions are summarised in Table 2-1.

Table 2-1 *Actions and initiatives from the Grampians Central West Waste and Resource Recovery Implementation Plan involving the City of Ballarat.*

No.	Action/initiative
1	Assess and, where viable, support the development of solutions and systems to increase the recovery of priority materials.
2	Facilitate the development of regional partnerships to produce efficiencies in resource recovery, materials transport and disposal.
3	Work with all levels of government, industry and investors to explore innovative and technological advancements that could inform future infrastructure development and investment.
4	Work with councils and industry to upgrade and rationalise infrastructure, improve operations and engage communities.
5	Facilitate work between councils and/or industry and the Environment Protection Authority (EPA) to progress any rehabilitation assessments and requirements for closed landfills.
6	Work with councils and relevant state planning authorities to site new infrastructure appropriately and protect existing facilities and hubs from encroachment.
7	Contribute to the development and application of a reliable state and regional data system to inform waste and resource recovery decisions.
8	Share information across government on regional infrastructure and market development needs and priorities.
9	Continue to work with relevant agencies, councils, industry, schools and the community on waste and resource recovery education and engagement.

2.4 Other Council Plans

In 2013, the *City of Ballarat Waste Management Strategy* was released. Since then two significant documents have been written, the *City of Ballarat Council Plan 2017 – 2001*, and the *Today, Tomorrow, Together: The Ballarat Strategy the vision for 2040 – A greener more vibrant and connected Ballarat*. Both documents outline specific goals, outcomes and actions related to waste management and identify waste management as a key priority for Council (see the below summaries for details). They highlight the intention for the *City of Ballarat* to lead the way in developing best practice approaches to waste management and resource recovery that can be shared with other councils and communities.

Today, Tomorrow, Together: The Ballarat Strategy. Our vision for 2040 – A greener more vibrant and connected Ballarat (2015).

Purpose of the strategy: The Ballarat Strategy outlines the *City of Ballarat’s* vision and long-term plan to manage change in Ballarat moving towards 2040. Strategic directions for waste management sit under the Ballarat Strategy and will contribute to council decisions, future projects and budgets in relation to waste management and resource recovery.

Theme: Sustainable Ballarat.

Key focus: Waste and Contamination.

Goal: Reduce waste taken to landfill and associated community impacts.

Initiative 5.24 – Work with the community to reduce waste sent to landfill by 65%.

Initiative 5.25 – Take practical steps to reduce greenwaste heading to landfill.

Key action: Continue to educate the Ballarat community on the significant environmental and economic costs of waste taken to landfill, to support a trend reduction in per-capita waste generation and 65% reduction in waste volume by 2040.

Supporting actions: Support initiatives to reduce the amount of greenwaste sent to landfill, to be identified in the Waste Management Strategy 2013.

Today Tomorrow Together

The Ballarat Strategy Our Vision for 2040

Australia is one of the highest producers of waste per head of population in the world. The average Ballarat household produces 700 kilograms of waste per year, of which on average 32% is recycled. What is not recycled usually goes to landfill. Unless there is a change in trend growth, as the city grows, the amount of waste produced and sent to landfill is expected to increase at a faster rate than the rate of population growth. Larger populations tend to consume more and place increasing pressure on waste disposal arrangements.

The cost of waste management is significant in Ballarat, and a large proportion of rates are spent every year on the collection and disposal of household, commercial and industrial waste. The more productive use of waste therefore has significant cost benefits for the city, enabling more funds to be spent on other services, as well as being important for wider sustainability of the city.

The contribution of waste to greenhouse gas emissions is a particularly important issue. In 2013-14, almost 75% of all greenhouse gas emissions from *City of Ballarat* operations were from landfill. A step change reduction in these emissions would have significant overall benefits to Ballarat and its support for reduced greenhouse gas emissions.

As Ballarat looks to a more productive use of managing its waste towards 2040 and beyond, it is imperative the city provides leadership to generate less waste, increase the amount of materials for recycling and reprocessing, and reduce damage to our environment caused by waste.

Source: *The Ballarat Strategy 2040*

City of Ballarat Council Plan 2017 – 2021

Purpose of the plan: This plan drives everything the *City of Ballarat* will do over the four-year period. It sets the vision, priorities and outcomes, guides the Council’s annual budget and determines the projects, services, events and other initiatives that will be funded and delivered in each financial year.

Goal: Protect, maintain and enhance our built and natural assets.

Outcome: Sustainable waste management, transport and connectivity.

Four-year priorities: Deliver headline actions from the Ballarat Strategy including:

- Integrated waste management.
- Waste to energy project.

2.5 City of Ballarat Strategic Direction

The *City of Ballarat* has set a clear, long-term Vision for resource recovery and waste management (see Figure 2.4). In order to achieve this Vision four Strategic Objectives have been established to provide direction for waste and resource recovery in the *City of Ballarat* for the next five years.

Figure 2-4 City of Ballarat Resource Recovery and Waste Management Strategy Vision and Objectives



Strategy Vision

To achieve zero recoverable waste to land fill by 2040

The zero-waste philosophy is a whole systems approach that proposes a massive change in the way materials flow through society, resulting in no waste. It is about moving from linear to cyclical resource flows. The approach encompasses more than eliminating waste through recycling and reuse, it focuses on restructuring production and distribution systems in order to reduce waste. Figure 2.5 outlines both linear and cyclical resource flows in the waste sector.

The Strategy's Vision of zero recoverable waste is being applied through a filter of the *City of Ballarat's* area of influence and control. It focuses on waste management and planning approaches that emphasize waste prevention and encourage redesigned resource life cycles where all recoverable materials are reused and minimal waste is sent to landfill.

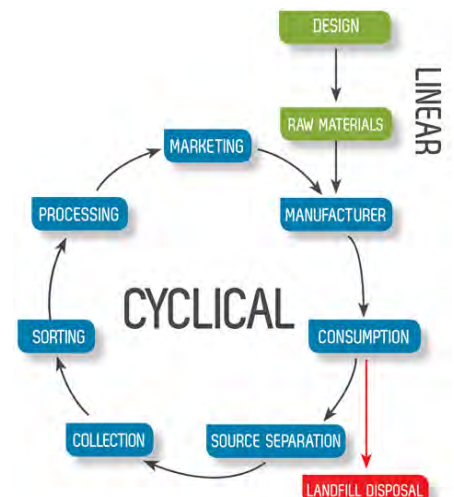


Figure 2-5 Linear and cyclical resource flows

City of Ballarat Objectives

Objective One: Full resource recovery

Resource recovery is the separation or selective extraction of disposed materials for a specific next use, such as recycling, composting or energy generation in order to extract the maximum benefits from products, delay the consumption of virgin resources, and reduce the amount of waste generated.

The Strategy aims to achieve full resource recovery, where all material that has a viable market has been recovered.

Objective Two: Viable resource recovery markets

Resource recovery relies on establishing or sourcing suitable market demand for products. Sourcing suitable market for recovered resources requires a strong understanding of local, national and global resource recovery markets. Market development for recovered resources is about creating and expanding appropriate and sustainable markets for the use of recovered materials and products.

The Strategy aims to ensure 90% of all recoverable resources enter viable market streams.

Objective Three: Adaptive infrastructure and operations

Infrastructure and operational delivery need to adjust in order to proactively manage new and emerging waste streams and adapt to suit the changes in demand and supply of the waste sector.

The Strategy aims to ensure infrastructure enables full resource recovery targets to be met, and waste management operations are adaptive and exceed industry standards and benchmarks.

Objective Four: Strategic Planning

Strategic planning is an organisational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organisation's direction in response to a changing environment. Effective strategic planning articulates not only an organization's direction and the actions needed to make progress, but also how it will know if it is successful.

There are various frameworks and methodologies addressing strategic planning and management. The Strategy will utilise an adaptive management approach.

Adaptive management

Adaptive management is a cyclical process that formalises information flows between strategy and planning, implementation and monitoring, evaluation and reporting and learning and adaptation. This cycle is presented in Figure 2.6.

Adaptive management, as a strategy emphasises the need to learn from doing, and adapt accordingly. It provides the framework for strategic planning and sets up best practice monitoring, evaluation and reporting. It demonstrates progress and maximises opportunities for learning, during and following the implementation phase of Council strategies, programs and projects. Consistency of underlying data and information is critical to the implementation of an adaptive management approach.

Knowledge gained from monitoring and implementation provide primary information as an input into the adaptive management processes.

The flexibility and constant learning of an adaptive management approach results in an integrated system adjusting and learning from a multi-faceted network of environmental, economic and social influences.

Figure 2-6 Adaptive management cycle



Evidence-based decision making

The SWRRIP identifies evidence-based decision making as one of its strategic directions (Strategic Direction 5). It highlights that decisions to determine waste and resource recovery options will be based on evidence in order to:

- maximise economic outcomes
- provide cost-effective service delivery
- reduce community amenity, environmental and public health impacts.

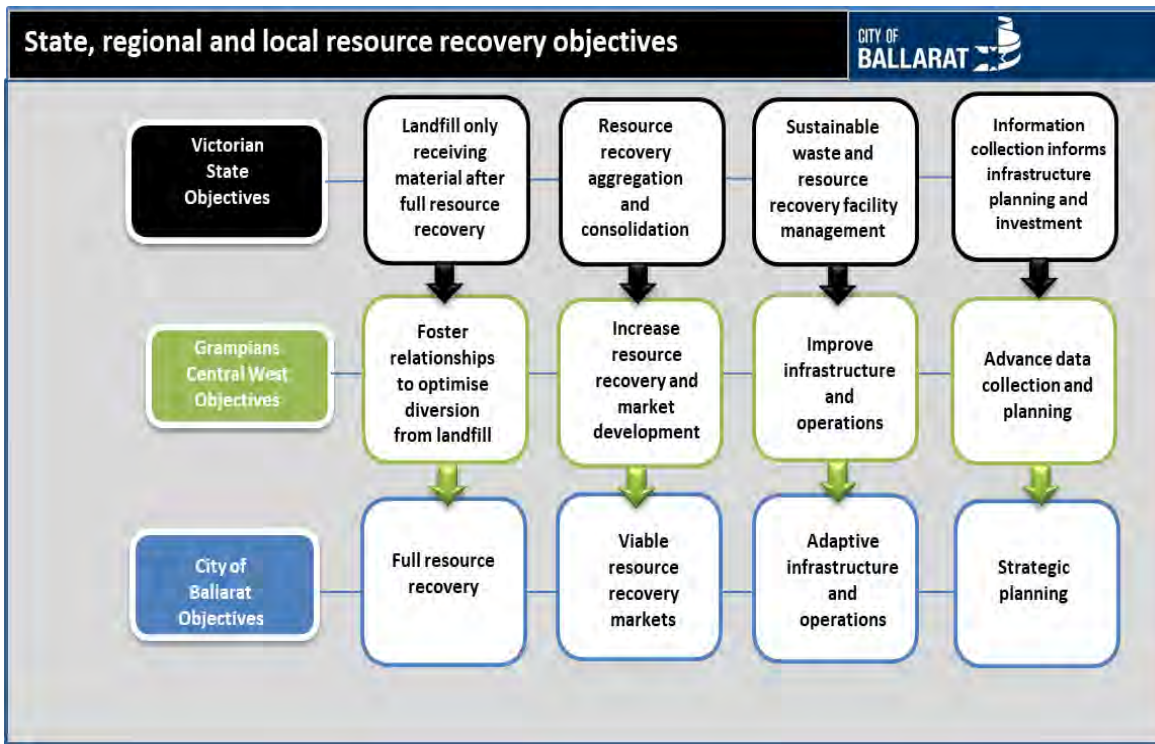
Evidence-based decision making is a process for making decisions about a program, practice, or policy that is grounded in the best available research, evidence and informed by experiential evidence from the field, and relevant contextual evidence. Applying evidence-based decision making during the Evaluation and Reporting, and the Learning and Adaptation stages will provide a robust strategy.

The Strategy aims to ensure adaptive management principles are embedded in waste management planning and implementation.

Strategic alignment of the Strategy’s Objectives

These Objectives align with both statewide and regional strategic directions and aim to shape future directions in the *City of Ballarat* by addressing the current resource recovery and waste management challenges, needs and opportunities. Figure 2.7 outlines how the Strategy Objectives align to regional and State objectives.

Figure 2-7 Links to State and Regional Resource Recovery Waste Management Strategy Objectives.



Targets

In order to meet the Strategy Vision the following Targets were developed for each of the Strategy Objectives.

Figure 2-8 Targets to meet Strategy Objectives.



2.6 Past performance

The City of Ballarat Waste Management Strategy 2013

The City of Ballarat adopted a Waste Management Strategy in 2008 following the development of a Waste Management Policy in 2007. The Strategy was reviewed in 2013. Since its review there have been a number of legislative changes, as well as federal and state government policy reviews.

Key achievements from the last four years include:

- An increase in diversion of waste from 34% in 2013 to 49% in 2017.
- Creation of a Waste Education Officer position.
- The introduction of a new greenwaste service in July 2016, with 9380 tonnes of greenwaste being diverted from landfill.
- The recommendation from benchmarking for the waste collection service is that the service remain in-house.
- The extension of waste audits from kerbside recycling services, to all waste streams, providing a clearer picture of the waste types generated and potential management responses.

Table 2.2 below provides a deeper understanding of the implementation of the 2013 WMS, including what worked well, what didn't work well and the reasons why.

Table 2-2 Strategic direction, goals, targets and review of the 2013 Waste Management Strategy

Strategic direction	2014 Goals and targets	2017 review at a glance
1. Achieving 65% diversion of municipal waste from landfill and reduction of Greenhouse Gas emissions	Target 1.1: Reduction of recyclables items entering landfill (from 18% to 8%).	<p>Target not yet completed.</p> <p>Still working towards the 8%. It is currently sitting at 16%. Review of bin size has been delayed, however it is still an option that needs to be investigated.</p> <p>Implementing a contamination notification system for the green-waste collection.</p> <p>Investment has not been placed into a mechanised waste sorting facility to remove the following from municipal waste; paper, plastics, glass and metals from waste stream. In the staged plan for the All Waste Interchange there is an opportunity and space to place a MRF. A MRF in Ballarat potentially serves both the recovery of material from MSW and the sorting of recyclables which is currently done in Geelong.</p> <p>There is still a proportion of recyclables being placed in the kerbside garbage bin and therefore not being diverted from landfill. Investigation into why products are being disposed of in this manner (e.g. contaminated, recycle bin full, method of transporting, lack of knowledge, lack of care factor) needs to be investigated to determine what interventions to target.</p> <p>Increasing the diversion of recycling from the garbage stream would require significant behavioural intervention</p>

Strategic direction	2014 Goals and targets	2017 review at a glance
		<p>or a mechanical separation of the garbage to extract the useable products. (Limited plants carry this out in Australia).</p> <p>Recyclables are taken to SKM in Geelong (formerly Coolaroo), SKM is one of the three major providers of recycling processors in Victoria.</p>
	<p>Target 1.2: Reduction in garden organics waste entering landfill.</p>	<p>Target completed</p> <p>Greenwaste initiative introduced in July 2016. 9380 tonnes have been recovered and processed through this service.</p>
	<p>Target 1.3: Reduction in other organics wastes entering landfill.</p>	<p>Target not yet completed.</p> <p>Option is to conduct a feasibility study into food waste collection services and process options including (but not limited to) facility location, volume opportunities, management, proven methods to change behaviour etc.</p> <p>Currently there are no local facilities for composting food waste. However, the introduction of the greenwaste service has been a significant step towards this process as managing contamination in food organics is a significant challenge. Further assessment will be done in line with best use of products.</p>
	<p>Target 1.4: Reduction in prohibited wastes entering municipal waste stream.</p>	<p><i>City of Ballarat</i> provides services that increase the opportunities for residents to dispose of prohibited materials. Services available include restricted asbestos receipt at Ballarat Regional Landfill.</p> <p>The Gillies Street Transfer station provides the following services: detox your home, oil recycling, and battery collection. An annual Detox your home day is run that accepts a much wider range of materials than the permanent site. These services are funded by Sustainability Victoria.</p> <p>Kerbside trucks have cameras installed to provide a view of the waste, recycling and greenwaste as it is emptied into the trucks hopper.</p> <p>Further work needs to be undertaken to ensure residents understand what their responsibilities are, disposal options and the impact their disposal behaviours can have on those who have to pick up the bins, bury it, process it, and sort it.</p> <p>Further work is required to understand what materials residents need to dispose of, when to provide better opportunities to connect residents with information, and</p>

Strategic direction	2014 Goals and targets	2017 review at a glance
		<p>positively encourage them to dispose of materials properly.</p> <p>There is uncertainty as to whether residents know and understand the purpose and how to use the Transfer station in a correct manner and to its full potential. This is an opportunity to fully explore with <i>City of Ballarat</i> residents.</p> <p>Need to do further work on asbestos, building waste, chemical wastes with the community, also to work with real estate agents, home renovators and end of lease cleaning of rentals, and house moving to target key products and key times when this behaviour is likely to be.</p> <p>Previous kerbside recycling audits extended to include all waste streams and better classification of product types, including prohibited and potentially harmful wastes (e.g. batteries, e-Waste etc.)</p>
	<p>Target 1.5: Reduction in Greenhouse Gas (GHG) emissions.</p>	<p>Kerbside collected waste and waste from the transfer station are transported to the Ballarat Regional Landfill at Smythesdale, operated by the City of Ballarat.</p> <p>Gas is captured as the waste breaks down at the landfill and is managed through a generator that converts the methane to electricity. A flare will burn off any extra methane or the low-quality gases the generator can't utilise or handle.</p> <p>A gas extraction efficiency plan has been completed, which at time of writing, has commenced implementation of new infrastructure to maximise extraction of gases. This includes the opportunity of a second generator once the methane levels are of sufficient quantity to increase the volume of methane converted to electricity.</p> <p>Household greenwaste has been collected at the kerbside since 4th July 2016 and is separated, collected and turned into compost at a new facility in Ballan. This material includes greenwaste diverted from landfill and the greenwaste previously taken to the transfer station.</p> <p>Recyclables have been diverted over the last ten years to be sorted in Melbourne (currently Geelong) and on sold for reprocessing into both local and international markets. As the recyclables are being transported locally and overseas, this contributes to GHG emissions and this needs to be considered when assessing changes to the waste management system and infrastructure.</p>

Strategic direction	2014 Goals and targets	2017 review at a glance
		Currently investigating the option to establish a Waste to Energy plant to convert significant tonnage of waste into energy/electricity.
2. Providing Best value services	Ensuring services are accessible.	<p>Waste collection is a weekly service and is responsive to customer needs and expectations. The recycling and greenwaste service is conducted in alternate weeks. Vouchers are still available free of charge for residents to access the Transfer station to encourage them to utilise the facilities.</p> <p>Established benchmarking for collection.</p> <p>Street cleaning – in the process of collecting the base data. Footpath sweeper and road path sweeper operate every day. During this process a focus on improving the quality and efficiency has been implemented to set up more extensive schedule runs to increase the kms travelled and reduction in incoming requests.</p> <p>Further work that is required:</p> <ul style="list-style-type: none"> • understand the needs versus expectations of the residents • identifying and understanding the gaps between the services as they are delivered. • understanding what the residents know about the services and how to access them. • Clearly communicating services availability and provision to residents • Ensuring that customer service has sufficient information to inform customers and identify their requests to allow them to be more efficiently serviced.
	Providing good value for money.	<p>This requires improving the understanding of the costs and opportunities of all our services. A significant body of work has been carried out to improve how the data is collected, collated and verified. While this is still in progress the data validity has significantly improved.</p> <p>During 2016 a benchmarking exercise was carried out on the</p> <ul style="list-style-type: none"> • in-house kerbside service, • the driver commitment, • service flexibility allowed by maintaining it in-house rather than contracting it out and • the introduction of the greenwaste service

Strategic direction	2014 Goals and targets	2017 review at a glance
		<p>all the above resulted in a recommendation for the service to be kept in house. A service improvement plan has been developed and is being worked through by the drivers and management for a formal review in three years.</p> <p>Work is continuing on improving data collection and reporting on the services. This continual improvement process ensures increased performance on the base levels identified. Benchmarking across Councils will continue to be improved as greater transparency on the cost factors are identified.</p> <p>Benchmarking of Landfill Operations is currently being undertaken to establish how best to manage the daily operations of the landfill, which are currently operated under contract.</p> <p>Benchmarking of the transfer station and street cleaning will be undertaken over the next twelve months to improve the adaptability of the services and plan them for future growth and needs of the community.</p> <p>The transfer station tender has been updated and released for twelve months with option of one-year extensions to update the ten-year-old contract in line with the requirements of the current service.</p>
<p>3. Meeting population growth and rising costs of transport</p>	<p>Review the Smythesdale landfill Stage 2.</p> <p>Undertake a review of the Improvement Plan prepared for Transfer Station in 2007 to accommodate greenwaste holding and processing capacity, vehicle access and accommodation for undercover storage of materials and goods for re-sale.</p>	<p>A Landfill Master Plan is currently being developed and is due for completion in November 2017. This is to understand current and potential costs and opportunities for the site. It will provide information on the total airspace and life of the landfill under a range of fill rates. It also provides detailed information on the cost per cell for construction, operation and rehabilitation. The timing of these constructions is also described.</p> <p>Target complete.</p> <p>Grinding restrictions on site had resulted in stockpiles particularly following free greenwaste week. This material is now being managed through the updated contract processing options. Including the provision of greenwaste mulch for use on the Landfill interim cap.</p> <p>New greenwaste kerbside service implemented and is managed via a separate interchange site. There is a reduced amount of greenwaste that is being managed at the Transfer station.</p> <p>Vehicle access and accommodation for undercover storage of materials and goods for resale has been completed.</p> <p>The development and management of the transfer station needs to be centred on a system that is reviewed from</p>

Strategic direction	2014 Goals and targets	2017 review at a glance
		data and identifiable needs of the customers. Further work is required on understanding how to maximise use of the facility and ensure its flexibility and adaptability are built in to future designs and operations. Increasing challenges include e-waste and increase in quantity of relatively new streams such as solar panels.
	Undertake projections for travelling time and fuel costs over time to determine whether a material recovery facility will become viable within the region. Determine a suitable precinct for the retention and expansion of waste and recycling handing facilities.	Has been completed for kerbside collection Transport efficiency modelling near complete through business case development for All Waste Interchange. Still need to complete feasibility study for a MRF. Need to improve overall data collection to allow clarity of growth impacts and the opportunities for increased efficiencies.
	Where feasible the use of waste for production of heat and energy should be maximised to create decentralised renewable energy in order to reduce transport and energy costs.	There are a number of scoping projects that identify the possibility of a Waste to Energy plant in the BWEZ. A significant body of work has been carried out in relation to understanding the waste streams, the opportunities for energy and steam offtake and the requirements of Powercore in establishing a waste to energy hub. This includes assessments of commercialisations and investigations into local opportunities. This work is continuing under the Waste to Energy Ready and development of the All Waste Interchange business cases.
4. Maintain and create jobs and training opportunities	Ensure recycling kerbside collections continue to provide local employment outcomes.	Currently the recyclables from kerbside go to a facility in Geelong (previously Melbourne). Through the broader Waste to Energy Ready project, upgrade of the Transfer Station and benchmarking of the various waste services, the opportunities for developing local employment outcomes needs to be highlighted and acted upon.
	Establish a regional organic waste processing facility.	Greenwaste collection service started and is transported to a facility at Mt. Wallace (Ballan). Potential to expand the greenwaste service to include food organics. The scoping project needs to take into consideration of the contamination rate, access to a facility and the potential utilisation by a Waste to Energy Facility.
	Establish a resource recovery centre.	Investigating the feasibility of an All Waste Interchange at the BWEZ. This space has changed considerably since 2013. Originally it was defined by Packaging Recyclable and Materials Recovery Facility (MRF). However, there is a new

Strategic direction	2014 Goals and targets	2017 review at a glance
		space being created in light of new and innovative technology developments.
	In partnership with local social enterprises investigate the feasibility of establishing various resource recovery enterprises.	<p>The <i>City of Ballarat</i> investigated with BRI the feasibility of a mattress recycling facility in Ballarat. It did not prove to be a viable option due to the financial cost per mattress.</p> <p>Exploring the uses of plastics and how <i>City of Ballarat</i> can divert more plastic from the transfer station – in collaboration with BRI.</p> <p>Other potential options can include the support in ‘start-up’ business such as Resale shops, ‘Fix-it’ cafes, Man-sheds. Further to this local research needs to be encouraged and supported (e.g. Paper freight)</p>
5. Ensuring statutory compliance	EPA landfill licence compliance.	Employed a Supervisor and Environmental Compliance Officer. Working through compliance issues that enable <i>City of Ballarat</i> to comply with the EPA landfill licence. Staff have completed a series of PANS relating to Gas Management, installation of monitoring bores and are currently in the process of completing an updated monitoring program by December 2017.
	Risk assessments in place for all waste services.	Target not yet complete and is still being worked on. This is an ongoing process. Currently developing a risk register that encompasses operations, growth and compliance.
6. Reducing illegal dumping and litter	Undertake data collection to identify the annual costs to council of removal of illegal dumping.	Some progress has been made to collect data. Hot spots listed on regular clean up regimes. This sector of waste management is in need of a change in the conversation around illegal dumping of waste. It needs to change from fees and charges to an increased level of understanding and care. There is a high need for better collection of data and a system in place to store and effectively analyse this information.
	In conjunction with WRRMG conduct public awareness activities and community participation programs.	Ongoing. Note that during this time there has been an amalgamation of a number of regional waste groups. Ballarat now operates under the Grampians Central West Waste and Resource Recovery Group. An Education officer was appointed and worked in collaboration with the Group over the past twelve months on some community programs including illegal dumping, recycling and greenwaste kerbside contamination investigation.
	Increase enforcement of penalties for littering and illegal dumping.	Street cleaning staff work with local laws to report findings. Better reporting, targeting of areas and communication report.

Strategic direction	2014 Goals and targets	2017 review at a glance
	Support the development of a Regional Litter Management strategy coordinated by WRRMG.	Ongoing. Some targeted work has been done in illegal dumping for instance a number of community groups assist the <i>City of Ballarat</i> in cleaning up of forested areas and parklands.



Zero Waste to landfill



City of Ballarat’s performance against comparable councils

The following section explores the *City of Ballarat’s* performance level against comparable councils as using 2017 data from ‘Know Your Council’ website. This website improves transparency and accountability of council performance through the provision of transparent information. Councils that have been selected for comparison against the *City of Ballarat* (Ballarat) include the City of Greater Geelong (Geelong), City of Greater Bendigo (Bendigo) and Horsham Rural City (Horsham).

Figure 2-9 Number of bin collection requests – comparison with neighbouring councils 2015/16

Figure 2.9 shows the number of kerbside bin collection requests received by council per 1000 kerbside bin collection households in the 2015-16 year. When compared against similar councils Ballarat and Geelong have similar bin collection requests at 164 per 1000 and 161 per 1000 respectively.

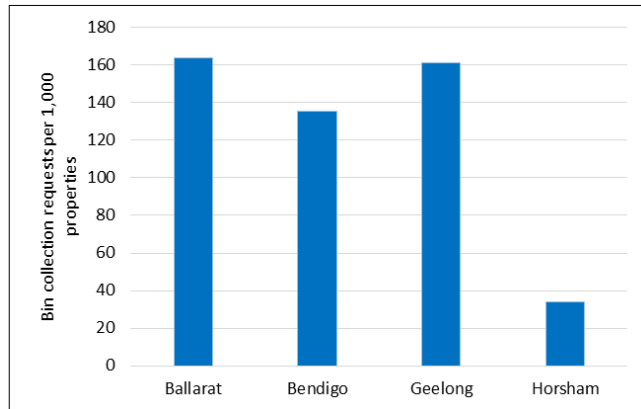


Figure 2-10 Number of bins missed 2015/16– comparison with neighbouring councils

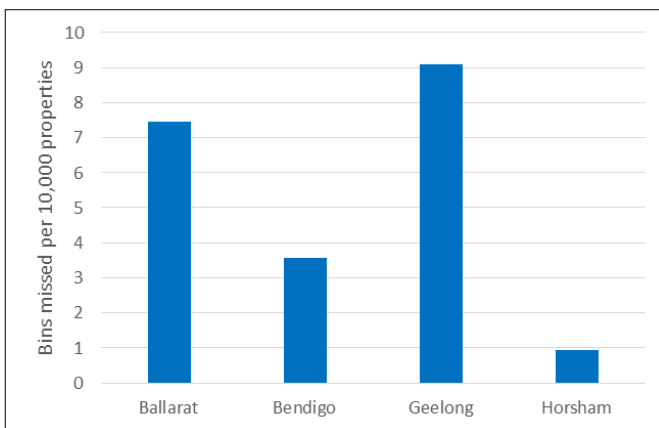


Figure 2.10 shows the number of kerbside collection bins missed per 10,000 scheduled collection bin lifts in the 2015-16 year. Ballarat averaged just over 7 bins missed per 10,000 properties. Scheduled collections are calculated based on the number of waste charges and the number of collections due. Data is calculated on 52 garbage collections and 26 recycle collections (fortnightly collection) per year.

Figure 2-11 Cost of garbage collection per bin 2015/16 – comparison with neighbouring councils

Figure 2.11 shows the direct cost to council of the kerbside garbage bin collection service per kerbside garbage collection bin. The cost per kerbside garbage collection bin in Ballarat for 2015-16 was \$104. This is comparable to Geelong and Horsham that fell within a \$9 of each other at \$100 and \$109 respectively. These calculations use the actual costs plus the nominal gate fee per tonne (exc GST) multiplied by the amount of normal garbage collected. The *City of Ballarat* do not track disposal costs because it goes directly to the landfill that is owned by the *City of Ballarat*.

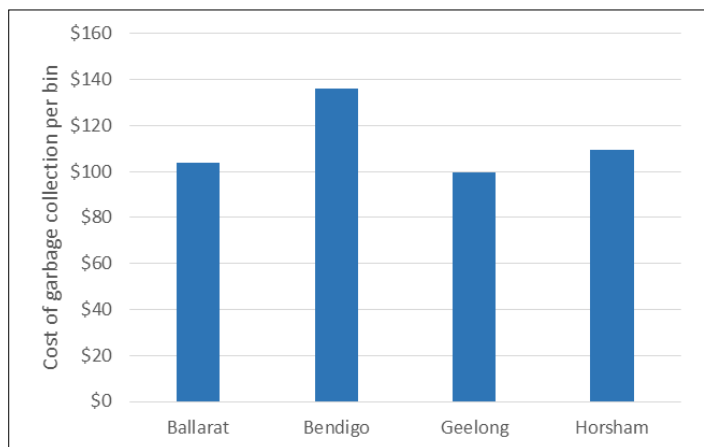


Figure 2-12 Cost of recycling collection per bin 2015/16 – comparison with neighbouring councils

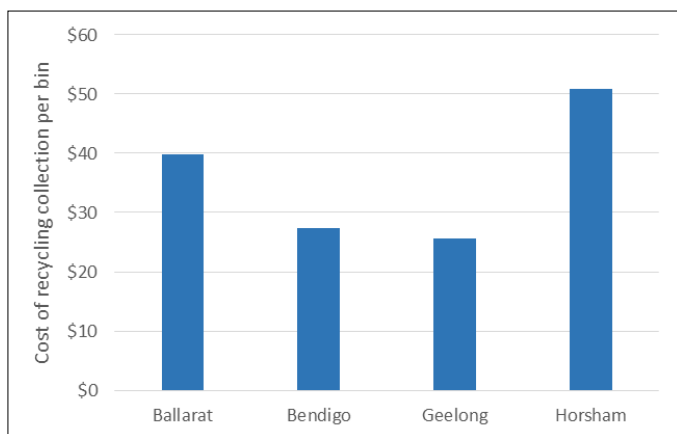
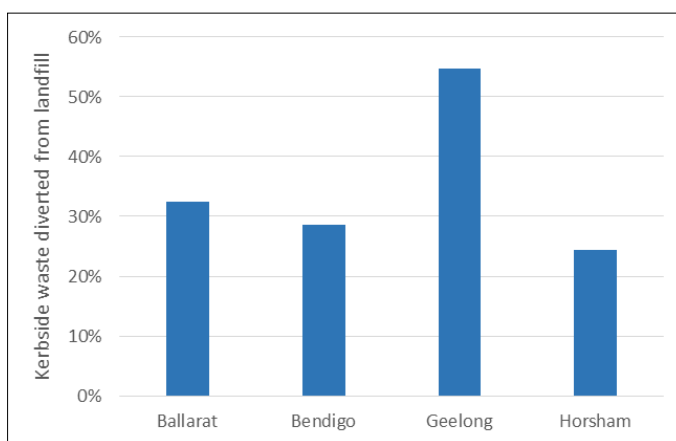


Figure 2.12 shows the direct cost to council of the kerbside recyclables collection service per kerbside recyclable collection bin. The cost per kerbside recyclable collection bin in Ballarat for 2015-16 was \$39.50. Although this is higher than the Bendigo and Geelong according to the ‘Know your council’ the average cost to council across all councils is \$38.

Figure 2-13 Diversion of waste from landfill 2015/16 – comparison with neighbouring councils

Figure 2.13 shows the percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill in 2015/16.

The *City of Ballarat* introduced a green bin waste collection service in Ballarat’s city centre in July 2016. The results of this initiative are not reflected in the graph below. The diversion rate at 30 June 2017 was almost 50% in Ballarat.



Community satisfaction survey

A Community Perceptions Survey was conducted in 2016 for the *City of Ballarat*. The intention was to ascertain insight into the community’s perception of life in Ballarat and the performance of council in delivering services to the community. A total of 805 people were telephoned and interview with the following results:

- When asked about the usage of and satisfaction with waste collection, the respondents:
 - stated that over 90% use the waste collection service;
 - rated their perception of council’s delivery of waste service as high (75+ out of 100); and
 - perceived the waste and recycling collection service to be performing well.
- When asked to rate whether the council has performed well in making decisions in the interest of the community, only 8% of the respondents stated that council had not performed well for the category of greenwaste/recycling bins. These respondents were not asked about what aspect of the service they were not satisfied with.

This revealed no actions, but to continue the surveys annually.

Other waste related studies and reports that are relevant to *City to Ballarat*

Since the development of the *2013 Waste Management Strategy*, a number of waste related studies and reports have been written that are relevant to the waste management and resource recovery for the *City of Ballarat*. Table 2.3 provides a list and key findings of these significant documents, including some that are currently being developed.

Table 2-3 Key finding of resource recovery and waste management related studies and reports

Document	Key findings
<p><i>City of Ballarat – Waste Audit Program February 2017. Tandem Solutions Pty Ltd</i></p>	<ul style="list-style-type: none"> • <u>Garbage bin</u> contained 24% recyclables, 4 % greenwaste and 72% Other. The other includes food organics which was not measured, this is an improvement for the next audit. • <u>Recyclables</u> contained 83% recyclable material the remaining 17% is a significant proportion of contamination. • <u>Greenwaste</u> contained 1% contamination • <u>Landfill</u>: Approximately 53% by weight was assessed visually as being able to be diverted (recyclables, greenwaste, building construction material). This includes waste outside of the City of Ballarat’s control. • <u>Recycling receival facility</u>: Contamination of the recycling stream was approximately 8% this is significantly lower than the detailed audits of 17%. • <u>Greenwaste facility</u>: The greenwaste receival audit indicated a contamination rate of 1.2% by volume. This compares to the contamination rate of 1.1% by volume that was in the kerbside bin audit. <p>Please note that whilst this report was being written a detailed by weight audit was being conducted. The result from this audit, which will be published soon, will provide specific detail by weight & percentage of what is actually present in the kerbside garbage, recycling and greenwaste bins.</p>
<p><i>Ballarat City Council – Public Place Recycling Bin Audit 2015 Wastemin</i></p>	<p>The main results were as follows:</p> <p>By weight:</p> <ul style="list-style-type: none"> • The average weight of the recycling stream is 3.80 kg per bin. • Contamination in the recycling stream is 6.8% by weight. This is an excellent result and similar to the 2013 audit. However, this does not line up with anecdotal reports from the drivers. Consideration needs to be given to the different sites and what might be influencing these suspected differences. • The majority of the recyclables in the recycling stream by weight are glass bottles and jars (60% by weight), non-glass recyclables (18% by weight) and paper/cardboard (16% by weight). • The main items in the contamination were as follows: Food, soft plastics, soiled paper, liquids, composite and polystyrene.
<p><i>City of Ballarat – investment in an All Waste Interchange & Waste to Energy</i></p>	<p>Stage 1 - Acquisition, servicing and subdivision of the land and construction of the All Waste Interchange – initial investment of \$21.6m of which it is recommended that council contribute \$6.6m of its own funding and seeking support of \$15m from the State.</p> <p>Stage 2, 3 & 4 - Capital commitment of \$10.2m to complete these stages. Stage 2 is small vehicle drop-off and resale centre. Stage 3 is the commercial and industrial</p>

Document	Key findings
<p>Enabling Project: Business Case <i>birru</i></p>	<p>waste sorting facility. Stage 4 is the Waste to Energy container storage and handling area.</p> <p>When the All Waste Interchange is fully built and a Waste to Energy Plant is operating, the total direct and indirect economic impact of the project to the region is estimated to have a net present value of \$2.4 billion over 20 years.</p> <p>When fully developed and operational the whole project will add approximately 734 full time equivalent direct and indirect jobs to the region.</p>
<p>State of Environment Report 2017</p>	<p>Kerbside green waste service:</p> <p>Introduced in July 2016, with diversion rates of municipal waste to landfill increased from 38% to 50%.</p> <p>Waste to energy:</p> <p>Sources of energy supply and the cost of energy have been identified in the strategic market research undertaken by <i>City of Ballarat</i> as key barriers to the growth of industry and manufacturing in Ballarat. Accordingly, an Alternative Energy Opportunities Feasibility Assessment has been undertaken to identify opportunities for alternative and renewable energy sources for Ballarat West Employment Zone (BWEZ). The <i>City of Ballarat</i> are currently working through the various options available and are excited about the potential for BWEZ, Ballarat and industry.</p> <p>Landfill greenhouse gas emissions:</p> <p>The gas system operated by LMS Energy at the Ballarat Regional Landfill abated approximately 70,000 equivalent tonnes of carbon emissions in 2016/17 helping to reduce the carbon footprint of the landfill facility. The LMS Renewable Energy Facility (REF), powered by landfill gas, generated approximately 6,600 megawatt hours of renewable electricity in 2016/17 helping to power over 1,100 homes within the local community.</p> <p>Data management:</p> <p>Modernising the Council’s waste data management systems and linking them together (e.g. transfer station, landfill and financial systems) will enable a more complete analysis package that will optimise service delivery.</p> <p>Littering infringements:</p> <p>The <i>City of Ballarat</i> received approximately 480 reports of illegal rubbish dumping from the community last year. Illegal dumping costs Ballarat rate payers approximately \$85,000 per year. Fines start at about \$300, with escalation for further offences. Council has the ability to impose abatement notices to rectify instances of dumped rubbish. The highest infringement issued for an individual in 2016/17 was \$1,866 for failure to comply with an earlier notice.</p> <p>The <i>City of Ballarat</i> has been advocating for product stewardship as an environmental management strategy for items such as tyres and mattresses. Dumping of these two items are most disappointing due to clean up difficulty. The cost of disposal is a mere fraction of the original purchase price and there is a range of choices available, including the <i>City of Ballarat’s</i> Transfer Station.</p> <p>The <i>City of Ballarat</i> will be focussing strongly on illegal rubbish dumping in 2017/18 via a number of strategies (see examples in case study below). There are many known hot spots, such as Frenchman’s Lane (Mount Clear), Finch’s Rd (Cardigan) and the Canadian Forest.</p>

Document	Key findings
<p>IBM smarter cities</p>	<p>As one of sixteen worldwide IBM Smarter Cities Challenge grant recipients in 2014, and one of only two Australian cities to be awarded the grant in 2014, the <i>City of Ballarat</i> had access to five of IBM's top experts, who spent three weeks living here, and immersed in the City to analyse and advise on its waste management strategy. Ballarat has already invested significantly in waste management and there is depth of knowledge, expertise and systems in place. Combining local expertise and knowledge with that of IBM's experts, ensures the capture of innovative and improved ways to manage local waste resources, reduce reliance on landfill, and support economic growth.</p> <p>The recommendations of the IBM delegation focus on the following key areas:</p> <ul style="list-style-type: none"> • Use of technology to drive waste insights. • Sort waste to recover maximum value. • Optimise transport and logistics to reduce cost. • Phase in waste to energy implementation to establish value and divert waste from landfill. • Engage the community to support the change.
<p>Smythesdale Landfill Master Plan GHD Pty Ltd</p>	<p>Stage 3: Progress Report</p> <p>This report provides a summary of the cell and rehabilitation plans for the future landfill expansion, along with the associated CAPEX and OPEX cost estimates. It has calculated the construction of 10 cells (lasting 2 years each) to cost \$31,230,000 and rehabilitation costs of \$11,250,000.</p> <p>Masterplan</p> <p>The Masterplan (to be released at a later date) will include assessment of Scenario A (landfill operates until remaining estimated capacity) and Scenario B (landfill operations for a further 15 years).</p>



3. Current situation

This section reviews the current status of waste management within the *City of Ballarat*, including data on waste and recyclable generation, collection services and waste and resource recovery facilities.

3.1 Materials generated

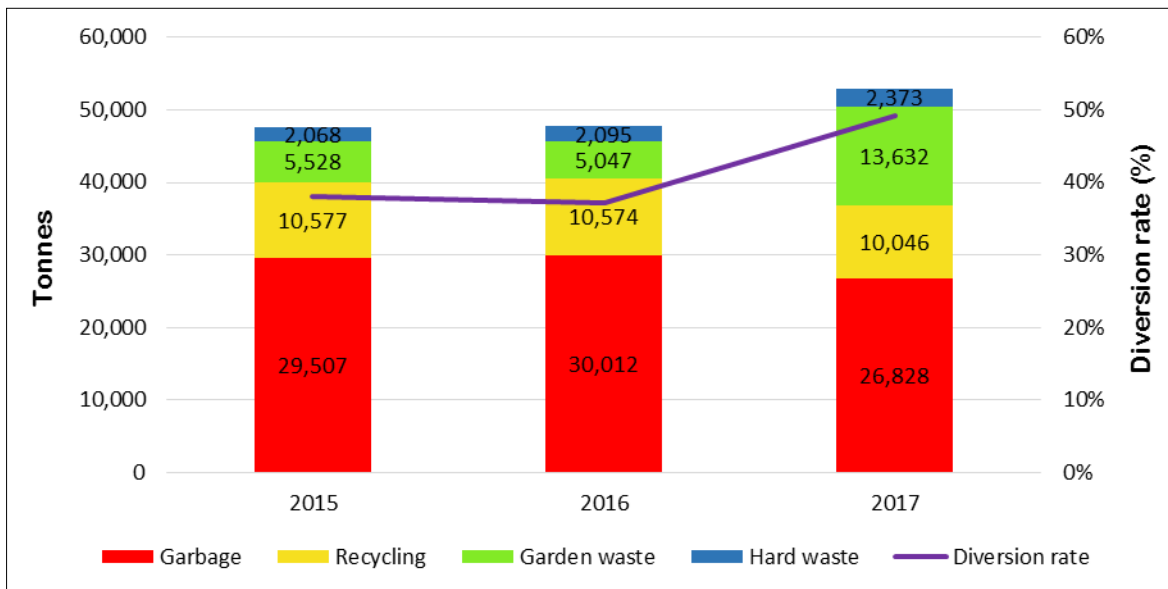
Waste generated and materials recovered

Figure 3.1 shows a breakdown of the volume in tonnes of municipal solid waste (MSW) generated in the *City of Ballarat* from 2015 to 2017. These figures are a combination of waste from the three kerbside collection services, transfer station, public place bins and landfill. The graph also indicates the rate of waste that is diverted from landfill either through recycling, garden waste or hard waste separation and recovery. In 2017 the *City of Ballarat* sent 26,828 tonnes of MSW to landfill, while 26,051 tonnes of waste were diverted through recovery processes.

The impact of the introduction of a kerbside green waste collection service in Ballarat in July 2016 can be seen between the 2016 and 2017 data. Through this service more than 9,300 tonnes of green waste were collected in the first year of operation. There was a drop in the total volume of garbage going to landfill during this time, (even though a 2% population increase occurred during this time) resulting in an increase in the diversion rate of municipal waste from 38% to almost 50%.

Whilst introducing the new service increased the total volume of materials handled by Council by just over 5,000 tonnes, it resulted in a reduction of more than 500 tonnes of green waste handled via the transfer station and over 3,000 tonnes of waste to landfill.

Figure 3-1 Waste and material generation 2015-2017



Waste audits are carried out to determine the composition of municipal kerbside bins, the results of which inform council in regards to contamination and diversion rates. Council conducted a series of visual audits of each load being deposited at the landfill, greenwaste and recyclables as well as more detailed product sorting audits. The graphs below present the data from the visual audits.

Figure 3-2 Kerbside garbage bin composition 2017

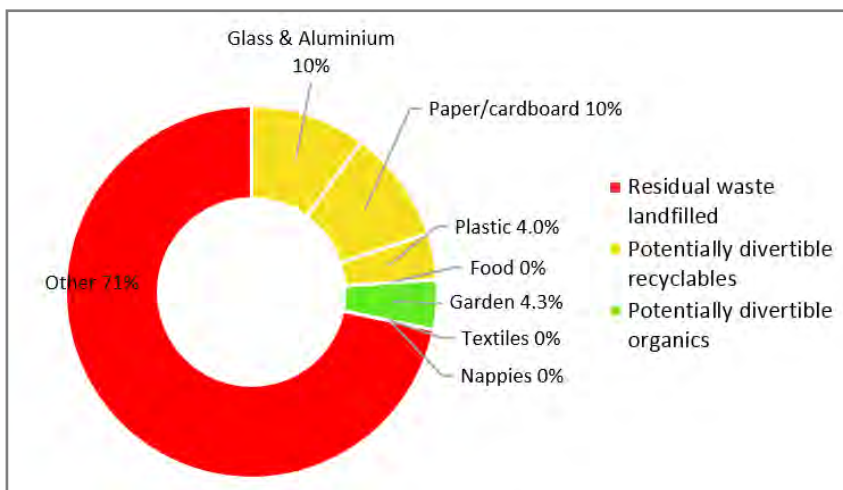


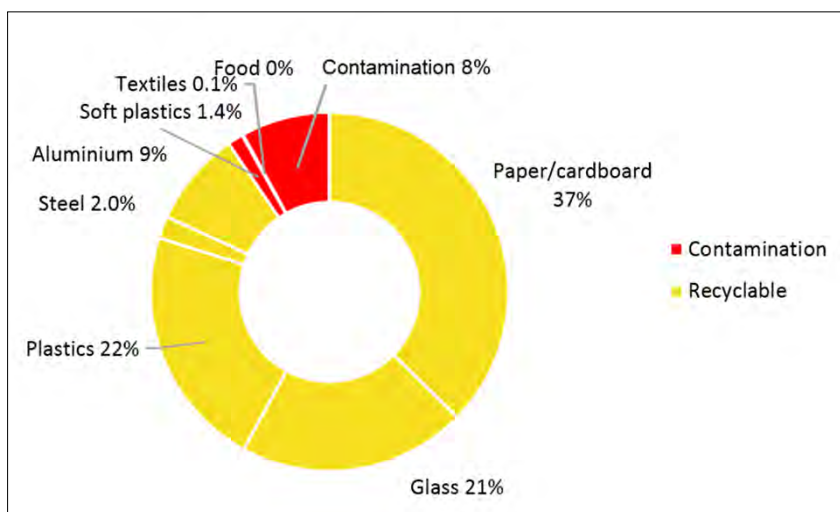
Figure 3.2 shows the average composition of waste by weight found in kerbside garbage bins. It shows just under 30% of the contents of kerbside bins currently being collected contain potentially divertible waste.

Due to limitations in the 2017 data collection process: the categories of Food, Nappies & Textiles were not identified separately and are likely recorded

as Other making up part of the 71%; and the percentage of potentially divertible material is likely higher due to the poor categorisation of "Other".

Figure 3-3 Kerbside recycling bin composition 2017 (% by weight)

Figure 3.3 displays the average composition of waste found in kerbside recycling bins. This graph shows the average recycling bin collected contains over 90% of recyclable material. An average of 9% of waste entering kerbside bins is not recyclable. A key contaminant is bagged recyclables and it should be noted that this contamination rate is significantly less than the 17% found in the materials audit (where all the products in a sample of bins are individually weighed). The visual audit assesses every load with a visual assessment and covers more waste but is less accurate when compared to an audit conducted by weight.



Due to limitations in the 2017 data collection process Aluminium and Steel were recorded together. In order to remain consistent with previous audits the figure was split and 2% was allocated to Steel.

Figure 3-4 Materials collected from kerbside recycling 2015-2017 (% by weight)

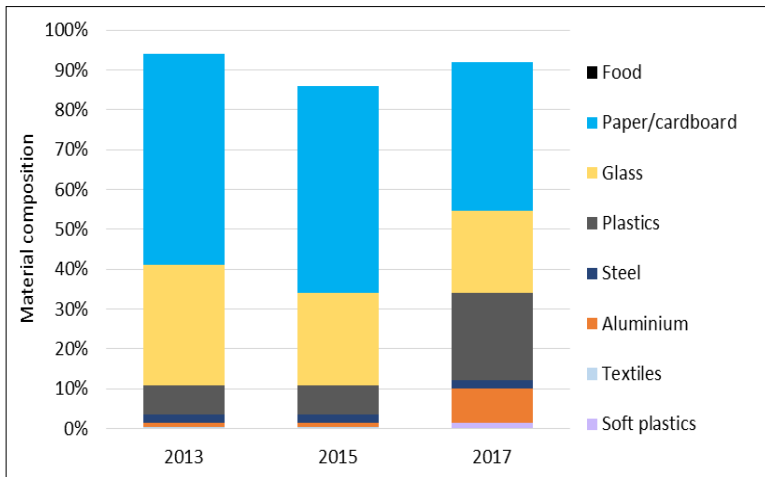


Figure 3.4 shows the change in composition of material found in kerbside recycling bins from 2013 to 2017. From 2013 to 2015 there is little change in most categories other than a drop in the percentage of glass found in kerbside recycling bins from 30% to 23%. These results may be attributed to a shift by manufacturers from glass to plastics or, as these percentages are based on weight, it may indicate a change in glass thicknesses used in manufacturing with new production methods, the glass bottles are a lot thinner and lighter.

From 2015 to 2017 there is an increase in the percentage of both aluminium (from 1% to 9%) and plastics (from 7% to 22%). This may be attributed to limitations in the data collection method used.

These changes can be used to identify trends in consumer disposal patterns and inform council of the need for further actions to encourage practice change in the local community.

Figure 3-5 Kerbside garden waste bin composition 2017 (% by weight)

Figure 3.5 shows the average composition of waste by weight found in kerbside garden waste bins with a contamination rate of only 1%. No paper, plastics or textiles were identified in the 2017 audit.

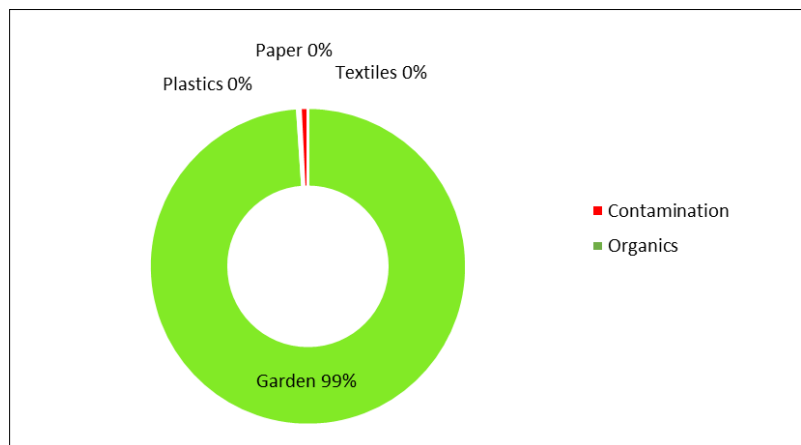


Figure 3-6 Waste by sector 2017

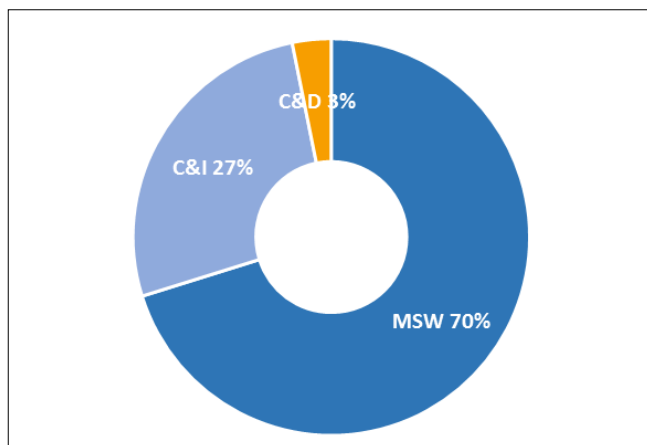


Figure 3.6 shows the percentage of the total waste processed in the *City of Ballarat* by sector. This graph shows 70% of total waste processed comes from the municipal solid waste sector (MSW), 27% from the commercial and industrial sector (C&I) and 3% from the construction and demolition sector (C&D). It is important to note that inflow may affect overall percentages as landfill figures for C&I and C&D include waste collected by contractors from outside the *City of Ballarat*. MSW consists largely of materials from kerbside collection and transfer station, however it does

contain some material from other councils in the region.

Future projections for Ballarat use an average growth in population of 1.9% per year and 1.5% growth in number of dwellings per year to 2035.

The MSW and C&I sectors are likely to increase in line with city growth, whereas C&D is likely to be higher at the moment due to accelerated construction levels.

Figure 3-7 End point of municipal solid waste (MSW) 2017

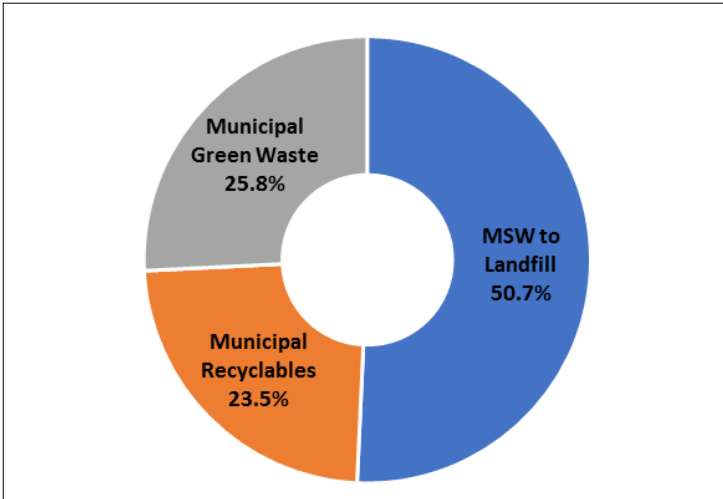
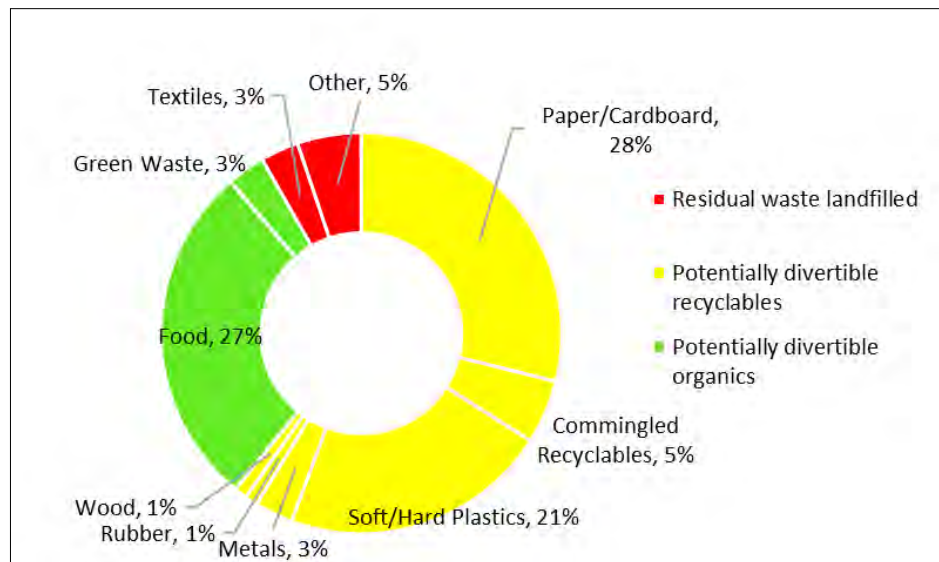


Figure 3.7 shows the percentage by weight of MSW that is recovered through recycling and green waste recovery processes. MSW to Landfill includes waste from kerbside and public place bins, street sweepings and some material from transfer station.

MSW recyclables includes waste from kerbside recycling and transfer station services, while MSW green waste includes waste from kerbside green waste and green material delivered to the transfer station. Just over 50% of MSW was landfilled, with the other 50% recovered through green waste and recyclables collection services.

Figure 3-8 Composition of waste from C&I and C&D sectors to landfill (% by weight)

Figure 3.8 show the composition of waste from the C&I and C&D sectors. The majority of C&I and C&D waste is potentially divertible with 30% being potentially divertible organics and approximately 60% being potentially divertible recyclables.



Business-as-usual

In developing strategic options for continual improvement of waste management, it is useful to consider future waste quantities generated under a ‘business as usual’ (BAU) scenario.

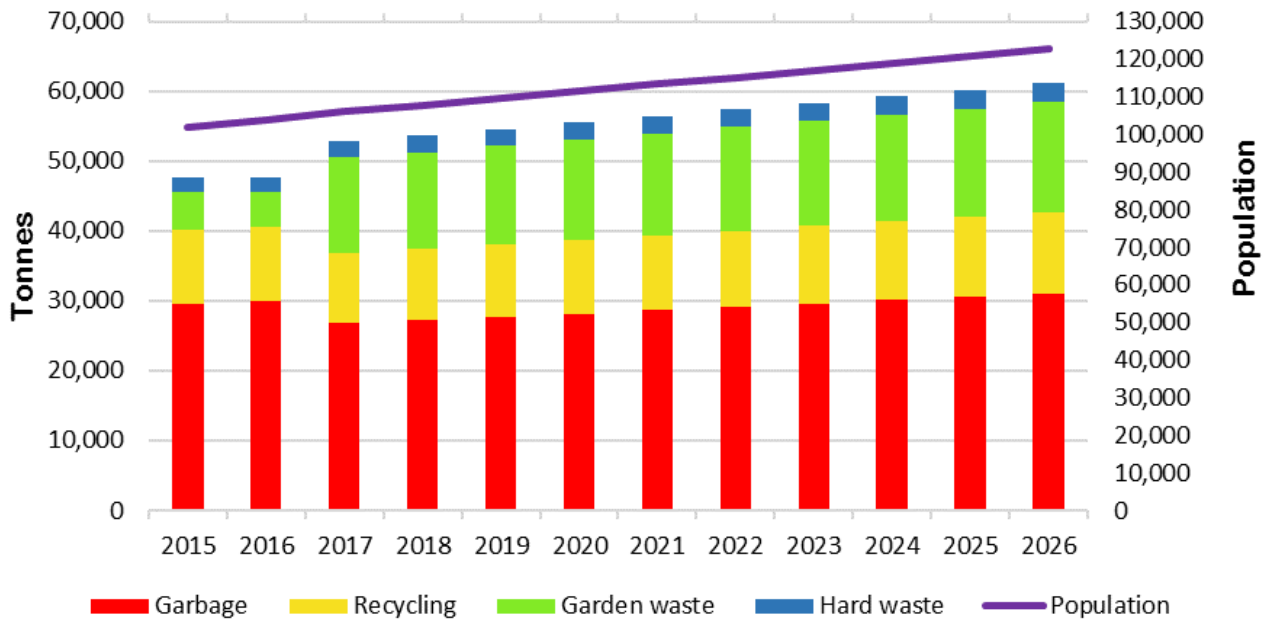
Under a BAU scenario, overall waste generation in the *City of Ballarat* is predicted to increase from 2018 to 2026 with recovery increasing at a similar rate to that of landfilling. This trend isn’t consistent with statewide trends identified by Sustainability Victoria which project rates of recovery increasing above those

of landfilling into the future. However, this trend is not uniform across all councils, with variations in rates of population growth affecting the trend.

In 2017 the *City of Ballarat* sent 26,828 tonnes of waste to landfill. This represents approximately 253 kilograms of waste for each person living in the *City of Ballarat*.

Figure 3.9 shows that by 2026, it is projected that waste generation in the *City of Ballarat* will grow to approximately 61,000 tonnes annually, with an estimated 30,000 tonnes to be recovered and 31,000 tonnes landfilled under the business as usual scenario.

Figure 3-9 Waste and material generation 2015-2026






3.2 Waste services

Kerbside collection services

The kerbside collection provided by the *City of Ballarat* is delivered in three services: Garbage, Recycling and Greenwaste. In the financial year of 2016/2017, 20,138 tonnes of waste, 9,083 tonnes of recyclables and 9,380 tonnes of greenwaste were collected. To achieve this, a fleet of 14 trucks and 17 FTE staff is employed annually to collect 44,251 garbage bins and recycling bins and 33,680 green waste bins.

Details of this kerbside collection service is described in more detail in Table 3.1 and covers bin sizes, costs, number of bins and collection frequency. It is important to note that the greenwaste kerbside collection service began in July 2017 and is a new service offered to *City of Ballarat* residents.

Table 3-1 Council kerbside collection services

Service	Bin size	Charge		Number of bins	Collection frequency
		Urban	Rural		
 Garbage	120L	\$293 ¹	\$293	44,510 tenements ²	Weekly
 Recycling	240L			44,510 tenements	Fortnightly
 Garden waste	240L	\$63	\$63	33,925 ³	Fortnightly

Public place waste and recycling bins

In the *City of Ballarat* region there are 325 public place waste and recycling bins. Figure 3.11 provides an overview of their location. Overlapping icons depict where bin densities are high. These bins are emptied on a weekly basis, with services being increased to daily in high use areas and at events. During daylight savings the routine collection is also increased.

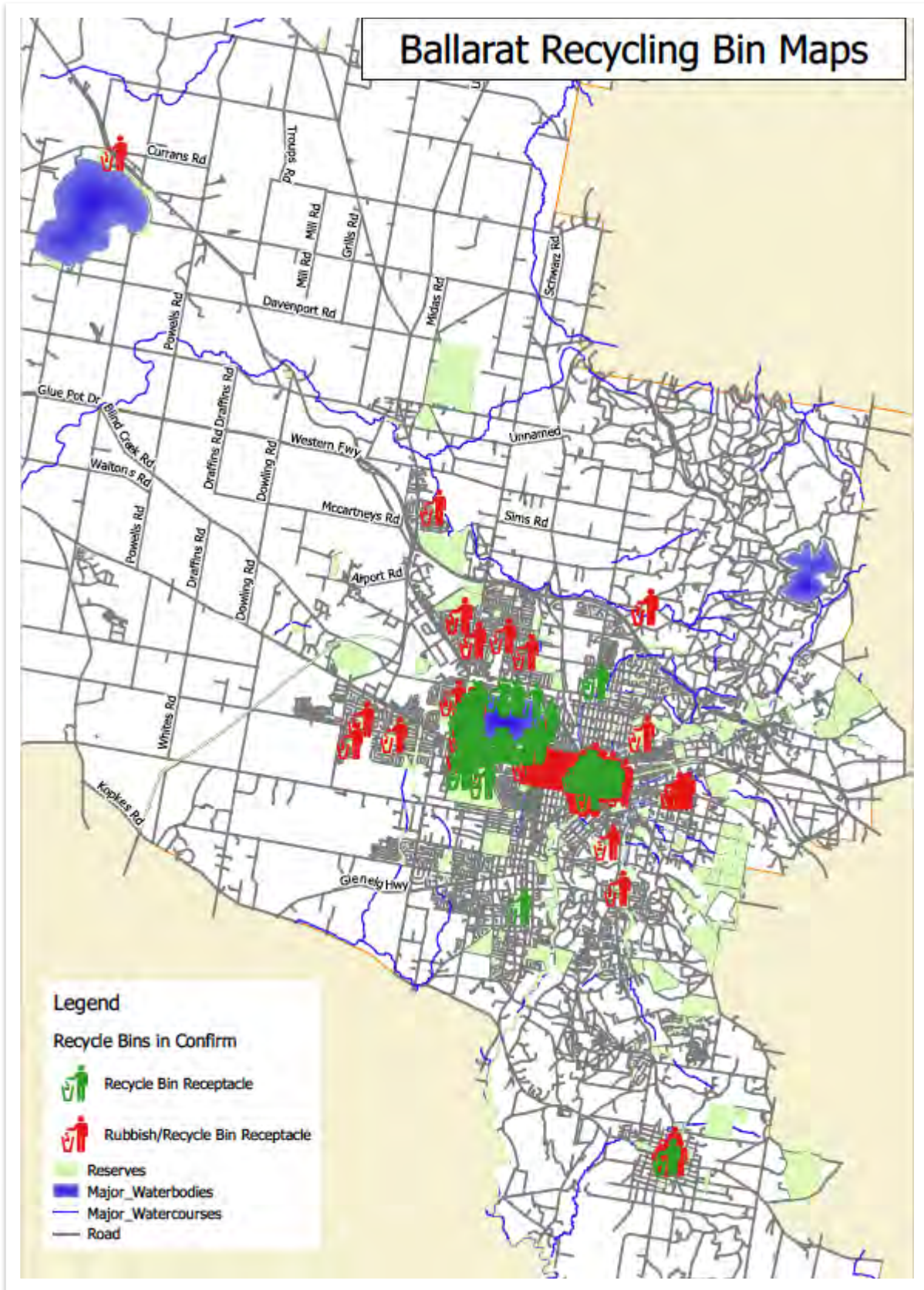
For a detailed view of the location of the public place waste and recycling bins please refer to Appendix 1.

¹ Note: Fee on rates includes kerbside recycling & general waste, street cleaning, education programs etc.

² Note: at 44,299 properties

³ Note: at 33, 924 properties

Figure 3-10 Map of public place waste and recycling bins



Significant issues related to public place waste and recycling bins include the frequency of use and level of contamination. This information is based upon visual observation and anecdotal evidence from staff. A detailed data collection via a half yearly review process has commenced in 2017. At this stage, educated observations speculate that the level of contamination may be attributed to;

- the location of the bin (position/visibility/ease of access);
- number of people utilising it (including sites experiencing peaks and troughs and some issues may occur only during the peak times);
- space available in preferred bin and high usage (such as during public events).
- blockages due to the small opening size of the bin entrances for waste disposal (may also contribute to nearby littering).

Some 'hot spots' identified by *City of Ballarat* staff include: high use areas, resident shopping areas; around Lake Wendouree and at public events.

Litter

Litter consists of waste products that have been disposed improperly, without consent and at inappropriate locations. It often occurs when waste has been dropped, thrown, blown off vehicles, or scattered by animals and can exist in the environment for long periods of time before degrading. Even though the *City of Ballarat* employs daily street sweepers, a network of Gross Pollutant Traps, and has a network of public placed waste and recycling bins, litter is an ongoing issue. Litter often finds its way into our waterways.



There is an opportunity for a cross departmental collaboration around litter contaminating water ways. Flood mitigation is a priority for *City of Ballarat* and are the responsible authority for ensuring water quality targets of SEPP (Water of Victoria) are planned for and implemented in new developments. There is an opportunity to integrate planning of response to street litter by looking at street sweep data, GPT and Side Entry Pit Data, Clean Up Australia Day data and look for leverage off works being done in the stormwater sector. Litter hotspots often occur where there are high densities of people such e.g. shopping centres and parks.

Best practice is usually to address the issue at the point source, which may be challenging to identify if the end point is in a creek.

The *City of Ballarat* has employed the below actions in order to combat litter.

- Ensure the bins have lids on them.
- Empty bins regularly.
- Utilise regular street sweepers.
- Develop a daily schedule to cleaning up targeted areas.
- Place gross pollutant traps at stream entrances.
- Inspections of skips, particularly development zones, prior to high wind events.
- Coordination of events such as Clean Up Australia Day, Schools and Youth Clean Up Day.
- Partnership programs with Corrections Victoria.

Further options could be identified to reduce the amount of litter in the *City of Ballarat*.

Illegal dumping

Thousands of acres of State Forest surround Ballarat area. Due to its easy access and the opportunity for concealment, these areas have become the dumping ground for illegal waste.

Illegal dumping is an issue for the *City of Ballarat*, and other land managers such as DELWP, the extent and cost of which is not fully understood. Currently, there are no programs or funding allocated to manage illegal dumping. This has resulted in a gap in knowledge. Establishing a database would assist in filling that gap and support the development of a program that could target the issue effectively.



Photo of illegal dumping in *City of Ballarat*. Source: The Courier

Collaborating with partners such as Parks Victoria, EPA, users of the State Forests, Friends of groups and recreational groups would provide a holistic and successful approach in reducing illegal dumping.

Future forecasting

Future forecasting is a proactive action that attempts to predict future outcomes. Future forecasting waste streams allows the *City of Ballarat* to best align its infrastructure and resources positively so that waste is not considered an issue but rather an opportunity to be dealt with efficiently and effectively. It is important to consider which areas will attract products, grow in abundance and enter the waste stream.

Predicting the future of waste placement is extremely important and invaluable to the resource recovery sector. It places the *City of Ballarat* in a secure position to manage and process any new stream of waste. Waste streams may change in a relatively short period of time. Over 20 years ago large, wooden wardrobes caused concern for landfill sites and transfer stations. Today, due to contemporary walk-in robes this issue is almost non-existent in the waste stream. Currently, solar panels installed 10 to 15 years ago, are nearing the end of their lifespan. With highly toxic chemicals embedded in them, solar panels may become a major waste stream problem of the near future.

Predicting waste streams is not the only component of future forecasting. Time and effort also needs to be considered in planning in regards to housing and populations. Below is a short list of issues, by no means exhaustive, that may be taken into consideration:

- Is there a trend to increase housing density? How will this impact on waste collection and removal?
- Older people might choose to stay in their own homes longer. How will they be serviced if they cannot place their bins on the curb?
- High rise buildings – how will their waste collection occur in a safe and reliable manner?

Commercial collections

The *City of Ballarat* provides two types of commercial waste disposal services to businesses and industries: a Transfer station and the Smythesdale landfill.

Transfer Station

This facility is owned by the *City of Ballarat* but operated by a contractor. The transfer station operates seven days a week, and predominantly receives and processes solid waste and recyclable materials delivered by residential, and small commercial and industrial property owners. A significant proportion of this material is suitable for reuse and recycling.

The transfer station contract includes: the acceptance of source-separated material; the transportation of waste material to *City of Ballarat's* landfill; an arrangement for the reprocessing of green waste off-site; the disposal of recyclable material for reprocessing; the acceptance and disposal of hazardous material in conjunction with the *City of Ballarat*; as well as, the provision of a resource recovery area within the site.

Location: Gillies Street South, Ballarat.

Opening times: Monday to Friday 8:00 to 4pm, Weekend 10:00 to 4:00pm.

Closed: Christmas Day, New Year's Day, Anzac Day and Good Friday

Voucher system: every landholder in the *City of Ballarat* receives 2 free transfer vouchers with their payment of rates.

Products that the transfer station collects by cubic metre: prunings, grass clippings, leaves, branches, rock, brick, concrete (no metal or plastic), hard waste, wood, plastics, household waste, building waste (Inc. plastic, metal, plasterboard), treated timber and general waste (costs vary depending upon the material) clean hard and soft wood (not treated).

Products that are accepted and not weighed: mattresses, refrigerators, air conditions, tyres for cars, 4WD, light trucks, trucks, and tractors, e-waste. (costs vary depending upon the material)

Products that are accepted without a charge: metal, steel and aluminium (including whitegoods, televisions, empty/dry paint cans, small auto parts – no car bodies), detox – empty paint tins, oils, batteries (residential quantities), fluorescent tubes and compact fluorescent globes (CFLs), household recycling material: newspapers, magazines, flattened cardboard, plastic bottles & containers (HDPE, PET, PVC), agricultural drums (triple rinsed) and assorted household chemicals.

Products not accepted: liquid waste, asbestos (aside from chemicals accepted in the detox program).

Refer to Appendix 2 for transfer station fees and charges for 2017/18.

Smythesdale Landfill

The Smythesdale landfill is located on the Glenelg Highway within Golden Plains Shire and owned by the *City of Ballarat*. The landfill is one of the *City of Ballarat's* larger assets. The site opened in 1996 and is operated under contract management. It is important to note that a Master Plan is currently being written

for the Smythesdale landfill. This Masterplan maps out the future use, management and compliance for the next 20 years.

Location: 1380 Glenelg Hwy, Smythesdale

Type: commercial and not open to the public.

Products that are accepted: asbestos, Category C soil, cleanfill, industrial and commercial waste, mixed rubble, rock, soil, fill, subsoil and clay, low level contaminated waste Category C,

Products not accepted: tyres, liquid wastes, chemical wastes.

Refer to Appendix 3 for landfill charges for 2017/18

Materials Recovery Facility (MRF)

Currently, there is not a Materials Recovery Facility (MRF) for the receipt and separation of recyclables in Ballarat. Recyclables are transported in bulk from a central handling facility in Ballarat to Geelong. Major Facilities are located in Melbourne, Bendigo, Geelong and Stawell. A facility of this type would require a location on industrial land near a major transport hub, as glass, paper, plastics, aluminium and steel materials tend to be transported in large bulk quantities to Australia's capital cities and overseas. The *City of Ballarat* may consider the establishment of a regional facility at the Ballarat West Employment Zone (BWEZ), however the current volumes available and proximity to other MRF's may prevent such a proposal being feasible. If container deposit legislation were to be introduced this may become viable.

E-waste

In Australia e-waste (electronic waste) is growing up to three times faster than general municipal solid waste. It covers a range of items we all use and discard from our daily working and home lives, including televisions, computers, mobile phones, kitchen appliances and white goods.

These items contain both hazardous and valuable materials that can be recovered when they reach the end of their working life. Acknowledging the risks and opportunities associated with e-waste, the Victorian Government has committed to banning e-waste from landfill in Victoria. The e-waste ban is designed to achieve a range of positive outcomes for the Victorian environment, community and industry.



The development of the Waste Management Policies to ban e-waste from landfill and ensure appropriate management of e-waste is a joint project between DELWP and the Environment Protection Authority.

Victoria's seven waste and resource recovery groups, who help to deliver waste and resource recovery programs around the state, will join with these other agencies to discuss the ban and the supporting measures with stakeholders.

A policy impact assessment and draft Waste Management Policies that will give effect to the ban have now been released for public comment for three months, with the ban expected to be implemented by July 2018.

The valuable materials in e-waste can be recovered. E-waste re-processors accept a diverse range of used electronic waste, and use a variety of methods to recover these valuable materials. Both e-waste and processed e-waste materials must be handled and stored with due care in order to avoid leakage and the release of hazardous substances into air, water or soil.

EPA has introduced new legal requirements for the reprocessing of specified e-waste. These requirements will also assist in supporting legitimate and sustainable e-waste recycling opportunities in Victoria.

Banning of Single Use Plastic bags – a new policy for the Victorian State Government

Plastic pollution is becoming an urgent environmental problem. Plastic bags and other plastic products break down into smaller and smaller pieces overtime, becoming difficult to manage. They can end up in our waterways, lakes and oceans – contributing to litter and posing a significant hazard to the ecosystems it enters into. In October this year the Labour Government stated they will ban sing-use light weight plastic shopping bags in Victoria. They are currently consulting with the wider community and businesses to investigate how they can best implement the policy.



Turning waste into Energy

With Victoria’s waste growing as fast as our population there is a driving force to seek out new and innovative approaches to increase our resource recovery and keep waste from being sent to landfill. Generating energy from waste can extract value from waste that would otherwise go to landfill. This new form of waste management can add reliable renewable energy to the exiting energy mix and reduce the regions reliance on landfill. It can also assist with *City of Ballarat’s* efforts of becoming carbon neutral by reducing greenhouse gas emissions.

In October 2017 the Victorian Government released a discussion paper on converting waste to energy to support the development of new technologies, including anaerobic digestion and thermal treatment of waste. Along with this discussion paper there is a Waste to Energy Infrastructure fund that provide significant amounts of funding to projects that help businesses and waster corporations upgrade their waste management practices. Feedback received on the recently released discussion paper will help inform the Victorian Government’s development of a waste to energy policy, to be released in 2018.

Waste and resource recovery hub

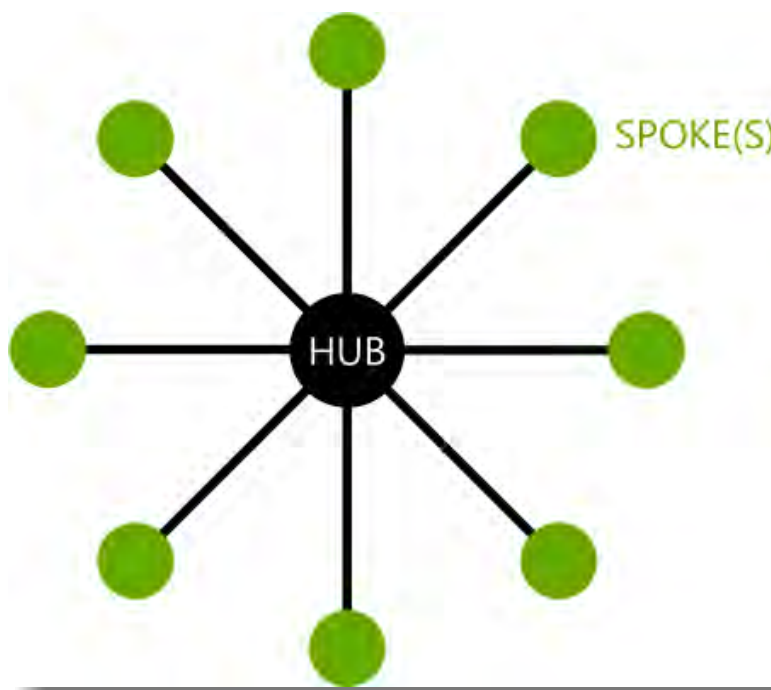
Stated in the Statewide Waste and Resource Recovery Infrastructure Plan is the concept of ‘hubs and spokes’. In the context of waste management, a ‘hub and spoke’ is a network of infrastructure that facilitates the consolidation of individual material streams to achieve tonnages that attract industry investment.

City of Ballarat intends to become a Resource Hub that will manage and recover waste and material streams from the surrounding region, with the vision to expand out to receive waste from Geelong, Bendigo and Horsham and surrounding areas. The proposed location for the resource hub is the BWEZ All Waste Interchange and Waste to Energy Plant. This hub would service a large area and provide infrastructure on a large scale to sort, consolidate and reprocess a range of materials at a significant level.

Spokes are the sequence of activities that move materials from waste generators to (and from) hubs e.g. for collection, transport and sorting. The length of the spoke and hence the location of the hub for a particular material stream is influenced by the impact of transport costs on the margin of return for that particular stream.

The proposed location for the hub is ideal as it has the appropriate buffers to support waste and resource activities, is based near a train line and freeway and offer good access to transport networks. It has the potential to be located in close proximity to complementary activities that can provide feedstocks and markets for the products and services made from the activities.

In establishing the Resource Hub in Ballarat, the *City of Ballarat* will need to take already into consideration the criteria outline in the SWRRIP, and learn from the strengths and weaknesses of established hubs in Victoria and Australia wide.



3.3 Recycling and waste disposal facilities

To service over 40,000 homes and the various businesses, commercial operations and industries in the region, *City of Ballarat* has a range of waste and recycling facilities. The *City of Ballarat* also has a number of historic landfills which are now closed. Table 3.2 lists these facilities, their current state, and specific actions required to meet future demands.

Table 3-2 Waste infrastructure status and action plan

Facility	Current status	Actions required
Transfer Station	<ul style="list-style-type: none"> Fully operational Facilities require upgrading 	<ul style="list-style-type: none"> Maintain and expand the service to the community. Create a design that transitions site users into recycling by layout and access. It must accommodate the growing number of material being diverted or planned to be diverted (e-waste and its expansion into anything with a cord or battery). Relocate transfer station to All Waste Interchange.
Smythesdale Landfill	<ul style="list-style-type: none"> Fully operational 	<ul style="list-style-type: none"> Implement Smythesdale Landfill Master Plan including review of waste input scenario changes. Review operational benchmarking.
Greenwaste interchange facility	<ul style="list-style-type: none"> Fully operational 	<ul style="list-style-type: none"> Maintain service to community. Relocate greenwaste interchange facility to All Waste Interchange. Potential to expand to process food organics Reduce contamination of 1% to 0.5% through targeted education campaign.
Transfer site for recycling	<ul style="list-style-type: none"> Fully operational 	<ul style="list-style-type: none"> Maintain the service. Review potential to relocate to All Waste Interchange once current contract expires.
Closed landfills x 4	<ul style="list-style-type: none"> No longer operational 	<ul style="list-style-type: none"> Maintain management of the closed landfills that require active management including ongoing monitoring, maintenance and reporting to EPA update and implement regular reviews to ensure adequate management in place.

In recent years, environment protection measures for landfills have increased in line with the knowledge of their impacts. Improved engineering and management practices come at a cost and it is more efficient to provide such expensive infrastructure as a regional asset. There is a trend towards rationalising landfills, with closure of small landfills and replacement with transfer stations (or resource recovery centres).

With this in consideration, and as the amount of waste significantly increases each year, there is a growing need for *City of Ballarat* to establish a central waste and resource recovery facility. The facility currently being investigated is called the All Waste Interchange and has the potential to update the current transfer station, provide a central location for all waste and resources to be collated, sorted and re-purposed before what is unrecoverable is transported to the landfill.

With the waste being sent to landfill, there is an opportunity to participate in the industry trend to establish advanced waste treatment technologies as an alternative to landfill disposal. This includes technologies such as gasification, pyrolysis, anaerobic digestion, composting and other waste to energy technologies. The technologies suited to municipal solid waste require large volumes of waste (at least 100,000 tonnes per year depending on the technology) to justify the large capital outlay involved (over \$30 million for most

systems). The *City of Ballarat* intends to work in collaboration with other councils and the GCWWRRG to investigate and assess innovative opportunities for waste to energy as well as vessel composting.

To compliment the services provided by *City of Ballarat* there are a number of private waste and resource recovery operators. Table 3.3 provides a brief list of who they are and which form of waste and/or resource recovery they operate in. It is envisaged that in the future this list will grow with the intention of extracting more and new recoverable materials and supplying it to existing and emerging recovery markets in the region and beyond.

Table 3-3 *List of privately owned and operated waste and resource recovery facilities located within the council boundaries of City of Ballarat.*

Form of waste or resource recovery	Operator
Metal recycling	<ul style="list-style-type: none"> Ballarat scrap metal and recycling Kings Marine stores Onesteel recycling
Waste to energy – anaerobic digester	<ul style="list-style-type: none"> Berry bank farm
Aggregate, masonry and soils	<ul style="list-style-type: none"> Ballarat concrete recycling Chis Bev Pty LTD KKC Recycling
Paper/Cardboard	<ul style="list-style-type: none"> Paper Freight Australia Ballarat regional industries
Plastic	<ul style="list-style-type: none"> Replas
Organics	<ul style="list-style-type: none"> Castlegate James (food waste) Garden recycling centre (garden waste)
Resource Recovery Interchange Facility	<ul style="list-style-type: none"> Recycling interchange facility



4. Management options

This section outlines potential management options for improved waste management and resource recovery. These management options have been developed in line with the Strategy Objectives and aim to meet Targets developed for each objective.

The management options have been developed through a number of processes including;

- workshops with key stakeholders
- analysis of previous strategy actions
- analysis of existing data and trends
- benchmarking of best practice across the waste management industry at both national and international levels.

Seven approaches have been identified to support the delivery of the management options. These include the following:

1. Waste generation, minimisation and avoidance;
2. Education and awareness;
3. Waste collection, sorting and recovery;
4. Waste processing infrastructure;
5. Research and development;
6. Planning and data capture; and
7. Regulation.

The following tables outline the Strategy Objectives, key Targets, approaches and management options.



4.1 Objective One: Full resource recovery

Table 4-1 Management actions for objective one, target 1.1

OBJECTIVE 1	FULL RESOURCE RECOVERY		
TARGET 1.1	The growth in waste generation is less than the rate of population growth.		
APPROACH	Education and awareness	Waste generation, minimisation and avoidance	Regulation
MANAGEMENT OPTIONS	<ul style="list-style-type: none"> Educate and raise awareness of waste minimisation and avoidance through the development of a Waste Education Plan. Work with relevant agencies, industry and schools on waste and resource reduction and recovery education and engagement. Provide community leadership through local groups and businesses (T1.1, T1.2). 	<ul style="list-style-type: none"> Provide advocacy in the community through support of waste minimisation initiatives (T1.1, T1.2). Identify and implement financial incentives and disincentives for waste minimisation across all sectors. 	<ul style="list-style-type: none"> Advocate for recycling levies to be applied to consumer items to fund disposal and recycling.

Table 4-2 Management actions for objective one, target 1.2

OBJECTIVE 1	FULL RESOURCE RECOVERY			
TARGET 1.2	Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028.			
APPROACH	Waste collection, sorting and recovery	Planning and data capture	Education and awareness	Regulation
MANAGEMENT OPTIONS ALL SECTORS MSW SECTOR C&I WASTE SECTOR C&D WASTE SECTOR	<ul style="list-style-type: none"> Invest in ‘pre-sort’ infrastructure that aims to maximise on-site resource recovery (T1.1, T2.1). Consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange model (T1.2, T3.1). Assess collection needs across all sectors, identify gaps in council services and investigate provision for those additional community needs. Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption. Promote and advocate for the avoidance of single use products Develop a business case for organic diversion options for MSW and C&I waste sectors. Provide incentives for businesses that are innovative waste reducers. Provide advocacy in the community through support of waste minimisation initiatives (T1.1, T1.2). Support GCWRRG’s investigation into increasing the recovery of materials such as 	<ul style="list-style-type: none"> Develop a feasibility study that looks at all options of waste to energy facilities that places Ballarat as a central processor of Victoria’s waste (T1.2, T3.1). Adopt a circular waste management approach across all waste sectors. Develop a Waste Action Program to reduce recycling contamination across the MSW sector. 	<ul style="list-style-type: none"> Educate and raise awareness of diversion options through the Waste Education Plan. Provide community leadership through local groups and businesses (T1.1, T1.2). 	<ul style="list-style-type: none"> Identify and implement financial incentives and disincentives for appropriate waste sorting and recycling across all sectors.

	wood/timber, agricultural wastes, plastics, textiles, tyres and e-waste.			
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4.2 Objective Two: Viable resource recovery markets

Table 4-3 Management actions for objective two, target 2.1

OBJECTIVE 2	VIABLE RESOURCE RECOVERY MARKETS		
TARGET 2.1	90% of recovered material enters a viable market stream with a focus on local enterprise.		
APPROACH	Research and Development	Waste processing infrastructure	Planning and data capture
MANAGEMENT OPTIONS	<ul style="list-style-type: none"> • Provide support for existing and emerging waste market initiatives • Share information across government on market development needs and priorities. • Advocate and support research to develop local markets in line with circular economy – bio economy, industrial ecology. • Establish and implement findings from research and development projects with universities and other learning institutions. 	<ul style="list-style-type: none"> • Improve resource recovery of priority marketable products, divert waste streams to the All Waste Interchange. • Invest in ‘pre-sort’ infrastructure that aims to maximise on-site resource recovery (T1.1, T2.1, T3.1). 	<ul style="list-style-type: none"> • Investigate the need for a Resource Recovery Market officer at council level. • Develop a resource recovery market plan • Consult with industry and GCWWRRG to gather information on innovation and market development needs and priorities. • Adopt an in-house ethical procurement policy in Council.

4.3 Objective Three: Adaptive infrastructure and operations

Table 4-4 Management actions for objective three, target 3.1

OBJECTIVE 3 ADAPTIVE INFRASTRUCTURE AND OPERATIONS				
TARGET 3.1 Infrastructure enables full resource recovery targets to be met.				
APPROACH	Waste processing infrastructure	Regulation	Research and Development	Planning and data capture
MANAGEMENT OPTIONS	<ul style="list-style-type: none"> Invest in ‘pre-sort’ infrastructure that aims to maximise on-site resource recovery (T1.1, T2.1, T3.1). Facilitate the consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange model (T1.2, T3.1). Develop a feasibility study that looks at all options for a waste to energy facility that places Ballarat as a central processor of Victoria’s waste (T1.2, T3.1). Invest in State of the art collection fleet 	<ul style="list-style-type: none"> Provide assistance to industry to ensure infrastructure, facilities and services are operated and managed to protect the community, environment and public health. 	<ul style="list-style-type: none"> Assess and implement options for asset rationalisation, consolidation and upgrade of landfill and RRC infrastructure. 	<ul style="list-style-type: none"> Share information across government on council infrastructure needs and priorities.

Table 4-5 *Management actions for objective three, target 3.2*

OBJECTIVE 3	ADAPTIVE INFRASTRUCTURE AND OPERATIONS		
TARGET 3.2	Waste management operations are adaptive and exceed industry standards and benchmarks		
APPROACH	Planning and data capture		
MANAGEMENT OPTIONS	<ul style="list-style-type: none"> • Establish benchmarks for waste management services including: landfill management; transfer station, street cleaning and waste collection and use to inform best practice and continual improvement processes. • Investigate logistics and infrastructure that produce efficiencies in waste transport including understanding the viability versus distance constraint. • Implement the Smythesdale Landfill Master Plan. • Work with the GCWWRRG, industry and the EPA to progress any rehabilitation assessments and requirements for closed landfills. 		

Table 4-6 *Management actions for objective three, target 3.3*

OBJECTIVE 3	ADAPTIVE INFRASTRUCTURE AND OPERATIONS		
TARGET 3.3	Reduce incidents of illegal dumping by 50% by 2022.		
APPROACH	Regulation	Planning and data capture	Education and awareness
MANAGEMENT OPTIONS	<ul style="list-style-type: none"> • Provide additional resource for enforcement activities. 	<ul style="list-style-type: none"> • Establish a regional taskforce to address illegal dumping. • Facilitate the development of an illegal dumping action plan with partners and key stakeholders. 	<ul style="list-style-type: none"> • Raise awareness of illegal dumping through the Waste Education Plan. • Work with SV and the Victorian Litter Action Alliance (VLAA) to develop and implement best practice litter prevention programs.

4.4 Objective Four: Strategic planning

Table 4-7 Management actions for objective three, target 4.1

OBJECTIVE 4	STRATEGIC PLANNING	
TARGET 4.1	Adaptive management principles are embedded in waste management planning and implementation.	
APPROACH	Planning and data capture	Research and Development
MANAGEMENT OPTIONS	<ul style="list-style-type: none"> • Implement an annual review of the RRWM Implementation Plan. • Conduct six-monthly data audit of all waste sectors. • Implement a reliable and targeted local data system that informs waste and resource recovery decisions and contributes to regional and state data systems. • Apply adaptive management approach to waste management. This includes; strategy and planning, implementation and monitoring, evaluation and reporting and learning and adaption. • Implement sustainable contract management processes to ensure best use of funds • Work with GCWWRRG and other councils to develop mechanisms and contingency plans to appropriately manage waste and material during and after emergency or unplanned event. • Collaborate with GCWWRRG on waste infrastructure planning. • Work with the GCWWRRG to facilitate the development of council partnerships to enable efficiencies in resource recovery, materials transport and disposal. • Review all current documentation and practices to reflect the Strategy 2018-2022. 	<ul style="list-style-type: none"> • Work with all levels of government, industry and investors to explore innovative and technological advancements that could inform future infrastructure development and investment. • Establish a process to flag new and/or expanding waste streams and identify potential solutions.

5. Assessment of options

This section assesses the feasibility of potential options identified in Section 4, using a ‘triple bottom line’ (TBL) approach that analyses the environmental, social and financial impacts.

5.1 Financial analysis

From the various management options identified in Section 4, there are proposed initiatives that stand out and if funded, could change the landscape in the *City of Ballarat* from managing waste to fully recovering resources and providing significant amounts of energy. Table 5.1 details these proposed initiatives as well as the current services with a description, the capital investment required, and a timeline of specific actions to activate them.

Collection, disposal and processing services will continue to be delivered as it is a requirement under the Local Government Act. The following services, kerbside collection, greenwaste, landfill, and recycling, will continue to be provided to residents and businesses in the *City of Ballarat* with a particular focus on improving effectiveness of diversion from landfill. The notation in the timeline section explains relevant contractual arrangements and highlights specific activities pertaining to certain services. In relation to the resource recovery and energy production section there are four suggested actions that outline the steps that need to be taken, and predicted timelines required to get a waste to energy facility operating in Ballarat.

Table 5-1 Proposed Initiatives and current ongoing services

PROPOSED INITIATIVES OPTION TIMETABLE	DESCRIPTION AND CAPITAL INVESTMENT	2017	2018	2019	2020	2021	2026	2032	2037	
COLLECTION SERVICES	Three bins weekly garbage, fortnightly alternating greenwaste and recycling	Ongoing review of the collection frequency & use								
DISPOSAL AND PROCESSING SERVICES	Maintain current services	Greenwaste	Contract 1 + 1 + 1		New contract required and review processing options					
		Organics	Review organics inclusion based on contamination percent and WTE intake							
		Recycling	Review options contract (expires 2019)		New contract/new Materials Recovery Facility					
		Landfill	Regularly review landfill levy							
RESOURCE RECOVERY AND ENERGY PRODUCTION										
Upgrade Transfer Station to All waste interchange		2018								
Materials Sorting Options				2019						
Power Off Take and Sub station				2019						
Waste To Energy Facility						2020				

Table 5.2 provides an outline of the various projects, staging and verification phases that need to occur to implement the proposed project initiatives and management options. There are four phases described that will allow a gradual change from the *City of Ballarat's* current state to becoming a Regional Hub of waste management and resource recovery. With some of the project requiring a significant amount of investment (e.g. All Waste Interchange and Waste to Energy Facility) this proposed method will ensure a smooth transition from the *City of Ballarat's* current resource recovery and waste management services to new services. This will enable *the City of Ballarat* to reach their Vision, Objective and Targets.

Table 5-2 Project Feasibility, Staging and Verification Phases

Phase	Actions	Estimated cost
Phase 1	Understanding our waste streams	Works carried out within council approved budget 16/17 and 17/18
	Aligning Waste Contracts	
	Service Delivery Benchmarking	
	Development of Adaptable Waste Strategy	
	Development of Landfill Master Plan	
	Subdivision Works - costing's and funding	
	Securing of Site for development of waste and resource recovery facility	
	Detailed Planning for All Waste interchange	
	Opportunity For Energy off take	
Phase 2	BWEZ development	initial investment of \$22.16 M (COB \$6.6M & State \$15M)
	Land Secure	
	Funding Securities	
	Facilities Planning	
	Develop and Build All Waste Interchange	
Phase 3	Waste To Energy	\$20M capital cost for first 5 years and then a public private partnership
	Commercialisation and Implementation	
	Contract Sourcing - construction, operations offtakes	
Phase 4	Construction	EOI and Tender Process

Figure 5.3 is an indicative graph and compares the projected income and expenditure for the landfill and waste to energy. In 2017, *City of Ballarat* will pay a landfill levy to the Victorian government of \$64/tonne (dark orange) and outlays \$86/tonne for the management of the landfill (light orange). Alongside the landfill costs is the projection of waste to energy cost/tonne (blue). The projections are then extrapolated over a 20-year period, at 5-year intervals. By 2037 not only is the cost/tonne for the waste to energy less than the landfill costs, it is also providing an alternative energy source and income for *City of Ballarat*.

Figure 5-3 Comparative model of expenditure and income - landfill and waste to energy 2017 - 2037

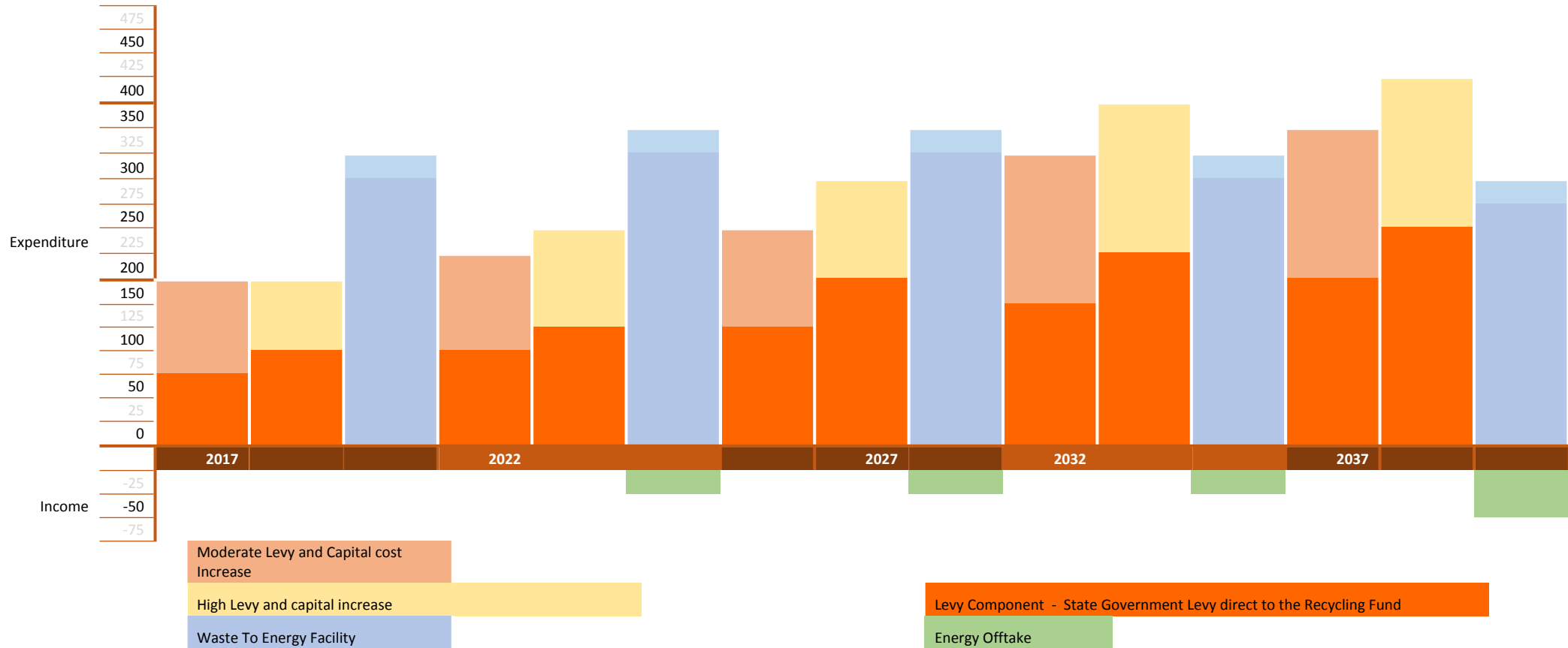
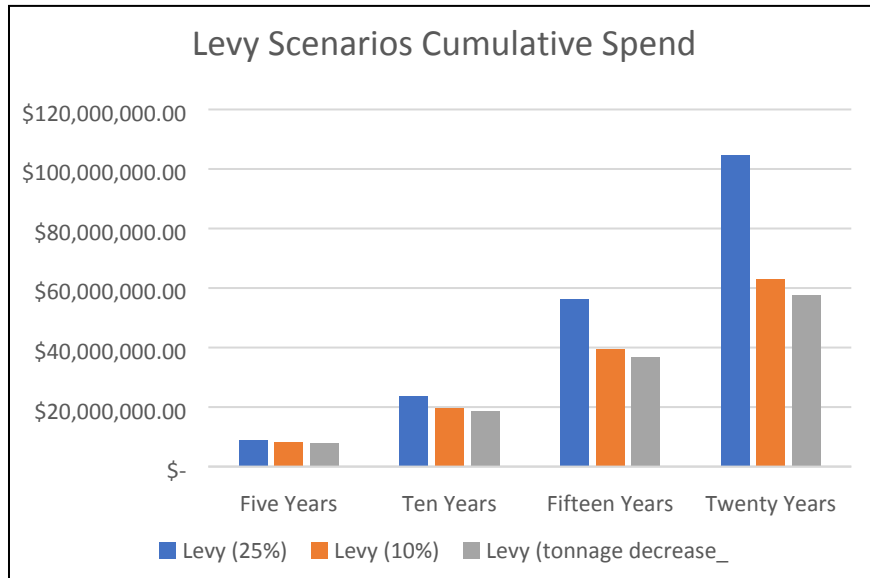


Figure 5-4 Cumulative Expenditure Landfill Levy Component only

Figure 5.4 calculates 3 different levy scenarios: 10% increase (blue), 25% increase (orange) and 10% increase with specific actions increasing the diversion of waste from landfill (grey). Over 20 years the cost of the levy can be significantly reduce if actions to divert waste from the landfill are implemented.



5.2 Triple bottom line (TBL) assessment

A Triple Bottom Line (TBL) assessment process can effectively support policy development by offering a broader range of perspectives and richer evidence to the attention of decision makers. The primary objective of conducting a TBL assessment is to assist in developing sound policy aimed at reducing any negative consequences of action, maximising positive impacts, and fostering collaboration.

A TBL assessment was used to assess the proposed management options for their environmental, social and economic impacts. Different units of measure were used for each category. Conducting a TBL assessment extends the analysis of management options beyond monetary costs to include social and the environmental impacts.

For each management option the following issues were considered in assessing the impacts:

- **Environmental:**
 - En1: waste and litter reduction (including avoidance and minimisation)
 - En2: resource recovery
 - En3: contamination of recovered resources
 - En4: resource consumption in implementing the strategy
 - En5: impact on surrounding environment.
- **Social:**
 - S1: level of service to the community (including equity of access)
 - S2: community acceptance
 - S3: impact on amenity
 - S4: awareness and compliance with waste management systems and policies
 - S5: health and safety.
- **Economic:**
 - Ec1: financial cost of implementation and operation
 - Ec2: regional economic development
 - Ec3: local employment.

A panel of experts, consisting of external environmental consultants, *City of Ballarat* operational staff and leadership group, evaluated the management options using the above process. A score of 1 (positive impact), -1 (negative impact) or 0 (no impact) was assigned to each action. Total score for each management option is shown in Table 5.3. The actions were then ranked or prioritised as High, Medium or Low based on their total score.

Table 5-1 Environmental, social and economic impact assessment

No.	Management options	En1	En2	En3	En4	En5	Score	S1	S2	S3	S4	S5	Score	Ec1	Ec2	Ec3	Score	Total	Rank H/M/L
OBJECTIVE 1: FULL RESOURCE RECOVERY																			
TARGET 1.1 – The growth in waste generation is less than the rate of population growth																			
	Work with relevant agencies, industry and schools on waste and resource reduction and recovery education and engagement.	1	1	1	1	1	5	0	1	1	1	1	4	1	1	1	3	12	H
	Educate and raise awareness of waste minimisation and avoidance through the development of a Waste Education Plan.	1	1	1	1	1	5	1	1	1	1	1	5	0	1	0	1	11	H
	Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.	1	1	1	1	1	5	1	1	1	1	1	5	1	0	0	1	11	H
	Provide advocacy in the community through support of waste minimisation initiatives	1	0	0	1	1	3	0	1	1	0	0	2	1	0	1	2	7	M
	Identify and implement financial incentives and disincentives for waste minimisation across all sectors.	1	1	1	0	-1	2	1	-1	-1	1	1	1	-1	1	1	1	4	L
	Provide community leadership through local groups and businesses.	0	0	0	1	0	1	0	0	0	1	0	1	1	0	0	1	3	L
TARGET 1.2 – Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028																			
	Develop a Waste Action Program to reduce recycling contamination across the MSW sector.	1	1	1	1	1	5	1	1	1	1	1	5	1	0	0	1	11	H

No.	Management options	En1	En2	En3	En4	En5	Score	S1	S2	S3	S4	S5	Score	Ec1	Ec2	Ec3	Score	Total	Rank H/M/L
	Assess collection needs across all sectors, identify gaps in council services and investigate provision for those additional community needs.	1	1	1	1	1	5	1	1	1	1	1	5	-1	1	1	1	11	H
	Educate and raise awareness of diversion options through the Waste Education Plan.	1	1	1	1	1	5	1	0	1	1	1	4	1	0	0	1	10	H
	Provide advocacy in the community through support of waste minimisation initiatives.	1	0	1	1	1	4	1	0	1	0	1	3	1	1	1	3	10	H
	Invest in 'pre-sort' infrastructure that aims to maximise on-site resource recovery.	0	1	1	1	1	4	1	1	1	1	1	5	-1	1	1	1	10	H
	Consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange model.	0	1	1	1	1	4	1	1	1	1	1	5	-1	1	1	1	10	H
	Adopt a circular waste management approach across all waste sectors.	1	1	0	1	1	4	1	0	1	1	1	4	-1	1	1	1	9	H
	Provide incentives for businesses that are innovative waste reducers.	1	1	1	1	1	5	0	1	1	1	1	4	0	0	0	0	9	H
	Identify and implement financial incentives and disincentives for appropriate waste sorting and recycling across all sectors.	1	1	1	1	1	5	0	1	1	1	1	4	0	0	0	0	9	H
	Continue to pursue a feasibility study that looks at all options of waste to energy facilities that places Ballarat as a central processor of Victoria's waste.	0	1	1	1	0	3	1	1	0	1	0	2	1	1	1	3	9	H
	Develop a business case for organic diversion options for MSW and C&I waste sectors	0	1	1	1	1	4	1	0	0	1	1	3	0	1	1	1	9	H

No.	Management options	En1	En2	En3	En4	En5	Score	S1	S2	S3	S4	S5	Score	Ec1	Ec2	Ec3	Score	Total	Rank H/M/L
	Promote and advocate for the avoidance of single use products.	1	1	1	1	0	4	0	1	0	1	1	3	-1	1	1	1	8	M
	Encourage on-site reuse for construction & demolition waste and work with local recyclers of C&D to better promote services in the Region.	0	1	1	1	1	4	0	-1	0	1	0	0	1	0	0	1	5	M
	Advocate for product stewardship reuse, reduce, repurpose.	0	0	0	0	0	0	1	1	0	1	0	3	1	0	0	1	4	L
	Provide community leadership through local groups and business	0	0	0	1	0	1	0	1	0	0	0	1	1	0	0	1	3	L
	Support GCWWRG's investigation into increasing the recovery of materials such as wood/timber, agricultural wastes, plastics, textiles, tyres and e-waste.	0	0	0	0	0	0	0	1	0	1	0	2	1	0	0	1	3	L
OBJECTIVE 2: VIABLE RESOURCE RECOVERY MARKETS																			
TARGET 2.1 – 90% of recovered material enters a viable market stream with a focus on local enterprise																			
	Develop a Resource Recovery Market plan	1	1	1	1	1	5	1	1	1	1	1	5	1	1	1	3	13	H
	Improve resource recovery of priority marketable products, waste streams will go to the All Waste Interchange.	1	1	1	1	1	5	1	1	1	1	1	5	0	1	1	2	12	H
	Advocate and support research in resource recovery and waste management.	1	1	1	1	1	5	1	1	1	1	1	5	-1	1	1	1	11	H
	Invest in 'pre-sort' infrastructure that aims to maximise on-site resource recovery.	0	1	1	1	1	4	1	1	1	1	1	5	-1	1	1	1	10	H
	Undertake a gap analysis and develop a 3-year Strategic Resourcing Plan to enable proactive delivery	1	1	1	1	1	5	1	1	1	1	1	5	-1	0	0	-1	9	H

No.	Management options	En1	En2	En3	En4	En5	Score	S1	S2	S3	S4	S5	Score	Ec1	Ec2	Ec3	Score	Total	Rank H/M/L	
	of Waste Strategy, including opportunity for Resource Recovery Market Officer.																			
	Establish and implement findings from research and development projects with universities and other learning institutions.	1	1	1	1	1	5	0	0	0	1	0	1	0	1	1	2	8	H	
	Adopt an in-house ethical procurement policy in Council	0	0	0	1	0	1	1	1	0	1	0	3	0	0	0	0	4	L	
	Share information across government on market development needs and priorities.	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	L	
	Provide support for existing and emerging waste market initiatives	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	L	
	Consult with industry and GCWWRRG to gather information on innovation and market development needs and priorities.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L	
OBJECTIVE 3: ADAPTIVE INFRASTRUCTURE AND OPERATIONS																				
TARGET 3.1 – Infrastructure enable full resource recovery targets to be met																				
	Assess and implement options for asset rationalisation, consolidation and upgrade of landfill and RRC infrastructure.	1	1	1	1	1	5	1	1	1	1	1	5	-1	1	1	1	11	H	
	Invest in 'pre-sort' infrastructure that aims to maximise on-site resource recovery	0	1	1	1	1	4	1	1	1	1	1	5	-1	1	1	1	10	H	
	Facilitate the consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange.	0	1	1	1	1	4	1	1	1	1	1	5	-1	1	1	1	10	H	

No.	Management options	En1	En2	En3	En4	En5	Score	S1	S2	S3	S4	S5	Score	Ec1	Ec2	Ec3	Score	Total	Rank HML
	Invest in state-of-the-art waste service fleet, including investigation of alternative fuel and hybrid drive systems	1	1	1	1	1	5	1	1	1	1	1	5	-1	0	0	-1	9	H
	Conduct a feasibility study that looks at all options for a waste to energy facility that places Ballarat as a central processor of Victoria's waste.	0	1	1	1	0	3	1	1	-1	1	0	2	1	1	1	3	8	M
	Provide assistance to industry to ensure infrastructure, facilities and services are operating and managed to protect the community, environment and public health	1	1	0	0	1	3	0	1	1	0	1	3	1	0	1	2	8	M
	Share information across government on council infrastructure needs and priorities.	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	L
TARGET 3.2 – Waste management operations are adaptive and exceed industry standards and benchmarks																			
	Establish benchmarks for waste management services including: landfill management; transfer station, street cleaning and waste collection and use to inform best practice and continual improvement processes.	0	1	1	1	1	4	1	1	1	1	1	5	0	1	0	1	10	H
	Implement the Smythesdale Landfill Master Plan	0	0	0	0	0	0	1	1	1	1	1	5	-1	1	1	1	6	M
	Work with the GCWWRRG, industry and the EPA to progress any rehabilitation assessments and requirements for closed landfills.	0	0	0	0	1	1	0	0	1	0	1	2	0	0	0	0	3	L
	Investigate logistics and infrastructure that produce efficiencies in waste transport including understanding the viability verses distance constraint	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	L
TARGET 3.3 – Reduce incidents of illegal dumping by 50% by 2022																			

No.	Management options	En1	En2	En3	En4	En5	Score	S1	S2	S3	S4	S5	Score	Ec1	Ec2	Ec3	Score	Total	Rank HML
	Facilitate the development of an illegal dumping action plan with partners and key stakeholders.	1	0	0	1	1	3	1	1	1	1	1	5	0	0	0	0	8	M
	Establish a regional taskforce to address illegal dumping.	1	0	0	1	1	3	1	1	1	1	1	5	0	0	0	0	8	M
	Work with SV and the Victorian Litter Action Alliance (VLAA) to develop and implementation best practice litter prevention programs.	1	0	0	0	1	2	1	1	1	0	1	4	0	0	0	0	6	M
	Raise awareness of illegal dumping through the Waste Education Plan	1	0	0	0	1	2	1	1	1	0	1	4	-1	0	0	-1	5	M
	Provide additional resource for enforcement activities.	0	0	0	0	1	1	1	1	1	0	1	4	-1	0	0	-1	4	L
OBJECTIVE 4: STRATEGIC PLANNING																			
TARGET 4.1 – Adaptive management principles are embedded in waste management planning and implementation																			
	Implement an annual review of the Strategy Implementation Plan.	1	1	1	1	1	5	1	1	1	1	1	5	1	0	0	1	11	H
	Apply adaptive management approach to waste management. This includes; strategy and planning, implementation and monitoring and evaluation and reporting.	1	1	1	1	1	5	1	1	1	1	1	5	1	0	0	1	11	H
	Establish a process to flag new and/or expanding waste streams and identify potential solutions.	1	1	1	1	1	5	1	0	1	1	1	4	0	1	1	2	11	H
	Conduct 6-monthly audits of all waste sectors.	1	1	1	1	1	5	0	0	1	1	1	3	0	0	0	0	8	M
	Implement a reliable and targeted local data system that informs waste and resource recovery decisions and contributes to regional and state data systems.	1	1	1	1	1	5	1	0	1	1	1	4	-1	0	0	-1	8	M

No.	Management options	En1	En2	En3	En4	En5	Score	S1	S2	S3	S4	S5	Score	Ec1	Ec2	Ec3	Score	Total	Rank HML
	Work with GCWRRG and other councils to develop mechanisms and contingency plans to appropriately manage waste and material during and after emergency or unplanned events.	0	1	1	1	1	4	1	0	1	1	1	4	-1	0	0	-1	7	M
	Work with the GCWRRG to facilitate the development of council partnerships to enable efficiencies in resource recovery, materials transport and disposal.	0	1	0	1	0	2	1	1	0	0	0	2	0	1	1	2	6	M
	Work with all levels of government, industry and investors to explore innovative and technological advancements that could inform future infrastructure development and investment.	0	1	0	1	0	2	1	1	0	0	0	2	0	1	1	2	6	M
	Implement sustainable contract management processes to ensure best use of funds	0	0	0	0	0	0	1	1	1	0	0	3	1	0	1	2	5	M
	Collaborate with GCWRRG on waste infrastructure planning	0	1	0	0	1	2	1	0	1	1	1	4	0	0	0	0	6	M

Based on the outcomes from the sustainability assessment, each option has been prioritised according to a low (L), medium (M) or high (H) priority as shown in Table 5.4

Table 5-2 **Prioritised strategic actions**

No.	Management options	Environmental	Social	Economic	Total	Rank HML
OBJECTIVE 1: FULL RESOURCE RECOVERY						
TARGET 1.1 – The growth in waste generation is less than the rate of population growth	Work with relevant agencies, industry and schools on waste and resource reduction and recovery education and engagement.	5	4	3	12	H
	Educate and raise awareness of waste minimisation and avoidance through the development of a Waste Education Plan.	5	5	1	11	H
	Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.	5	5	1	11	H
	Provide advocacy in the community through support of waste minimisation initiatives	3	2	2	7	M
	Identify and implement financial incentives and disincentives for waste minimisation across all sectors.	2	1	1	4	L
	Provide community leadership through local groups and businesses.	1	1	1	3	L
TARGET 1.2 – Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028	Develop a Waste Action Program to reduce recycling contamination across the MSW sector.	5	5	1	11	H
	Assess collection needs across all sectors, identify gaps in council services and investigate provision for those additional community needs.	5	5	1	11	H
	Educate and raise awareness of diversion options through the Waste Education Plan.	5	4	1	10	H

No.	Management options	Environmental	Social	Economic	Total	Rank HML
	Provide advocacy in the community through support of waste minimisation initiatives.	4	3	3	10	H
	Invest in 'pre-sort' infrastructure that aims to maximise on-site resource recovery.	4	5	1	10	H
	Consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange model.	4	5	1	10	H
	Adopt a circular waste management approach across all waste sectors.	4	4	1	9	H
	Provide incentives for businesses that are innovative waste reducers.	5	4	0	9	H
	Identify and implement financial incentives and disincentives for appropriate waste sorting and recycling across all sectors.	5	4	0	9	H
	Continue to conduct a feasibility study that looks at all options of waste to energy facilities that places Ballarat as a central processor of Victoria's waste.	3	2	3	8	M
	Promote and advocate for the avoidance of single use products.	4	3	1	8	M
	Develop a business case for organic diversion options for MSW and C&I waste sectors	4	3	1	8	M
	Encourage on-site reuse for construction & demolition waste and work with local recyclers of C&D to better promote services in the region.	4	0	1	5	M
	Advocate for product stewardship reuse, reduce, repurpose.	0	3	1	4	L
	Provide community leadership through local groups and business	1	1	1	3	L
	Support GCWRRG's investigation into increasing the recovery of materials such as wood/timber, agricultural wastes, plastics, textiles, tyres and e-waste.	0	2	1	3	L

No.	Management options	Environmental	Social	Economic	Total	Rank HML
OBJECTIVE 2: VIABLE RESOURCE RECOVERY MARKETS						
TARGET 2.1 – 90% of recovered material enters a viable market stream with a focus on local enterprise	Develop a Resource Recovery Market plan	5	5	3	13	H
	Improve resource recovery of priority marketable products, waste streams will go to the All Waste Interchange.	5	5	2	12	H
	Advocate and support research in resource recovery and waste management	5	5	1	11	H
	Invest in ‘pre-sort’ infrastructure that aims to maximise on-site resource recovery.	4	5	1	10	H
	Undertake a gap analysis and develop a 3-year Strategic Resourcing Plan to enable proactive delivery of Waste Strategy, including opportunity for Resource Recovery Market Officer.	5	5	-1	9	H
	Establish and implement findings from research and development projects with universities and other learning institutions.	5	1	2	8	H
	<i>City of Ballarat</i> adopt an ethical procurement policy	1	3	0	4	L
	Share information across government on market development needs and priorities.	0	1	0	1	L
	Provide support for existing and emerging waste market initiatives	0	0	0	1	L
	Consult with industry and GCWWRRG to gather information on innovation and market development needs and priorities.	0	0	0	0	L

No.	Management options	Environmental	Social	Economic	Total	Rank H/M/L
OBJECTIVE 3: ADAPTIVE INFRASTRUCTURE AND OPERATIONS						
TARGET 3.1 – Infrastructure enable full resource recovery targets to be met	Assess and implement options for asset rationalisation, consolidation and upgrade of landfill and RRC infrastructure.	5	5	1	11	H
	Invest in ‘pre-sort’ infrastructure that aims to maximise on-site resource recovery	4	5	1	10	H
	Facilitate the consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange.	4	5	1	10	H
	Invest in state-of-the-art waste service fleet, including investigation of alternative fuel and hybrid drive systems	5	5	-1	9	H
	Conduct a feasibility study that looks at all options for a waste to energy facility that places Ballarat as a central processor of Victoria’s waste.	3	2	3	8	M
	Share information across government on council infrastructure needs and priorities.	0	1	0	1	L
	Provide assistance to industry to ensure infrastructure, facilities and services are operating and managed to protect the community, environment and public health	3	3	2	8	M
TARGET 3.2 – Waste management operations are adaptive and exceed industry standards and benchmarks	Establish benchmarks for waste management services including: landfill management; transfer station, street cleaning and waste collection and use to inform best practice and continual improvement processes.	4	5	1	10	H
	Implement the Smythesdale Landfill Master Plan	0	5	1	6	M

No.	Management options	Environmental	Social	Economic	Total	Rank HML
	Work with the GCWWRRG, industry and the EPA to progress any rehabilitation assessments and requirements for closed landfills.	1	2	0	3	L
	Investigate logistics and infrastructure that produce efficiencies in waste transport including understanding the viability verses distance constraint	0	0	0	0	L
TARGET 3.3 – Reduce incidents of illegal dumping by 50% by 2022	Facilitate the development of an illegal dumping action plan with partners and key stakeholders.	3	5	0	8	M
	Establish a regional taskforce to address illegal dumping.	3	5	0	8	M
	Work with SV and the Victorian Litter Action Alliance (VLAA) to develop and implementation best practice litter prevention programs.	2	4	0	6	M
	Raise awareness of illegal dumping through the Waste Education Plan	2	4	-1	5	M
	Provide additional resource for enforcement activities.	1	4	-1	4	L

No.	Management options	Environmental	Social	Economic	Total	Rank HML
OBJECTIVE 4: STRATEGIC PLANNING						
TARGET 4.1 – Adaptive management principles are embedded in waste management planning and implementation	Implement an annual review of the RRWM Implementation Plan.	5	5	1	11	H
	Apply adaptive management approach to waste management. This includes; strategy and planning, implementation and monitoring and evaluation and reporting.	5	5	1	11	H
	Establish a process to flag new and/or expanding waste streams and identify potential solutions.	5	4	2	11	H
	Conduct bi-annual audit of all waste sectors and implement changes according to the data received.	5	3	0	8	M
	Implement a reliable and targeted local data system that informs waste and resource recovery decisions and contributes to regional and state data systems.	5	4	-1	8	M
	Work with GCWWRRG and other councils to develop mechanisms and contingency plans to appropriately manage waste and material during and after emergency or unplanned events.	4	4	-1	7	M
	Work with the GCWWRRG to facilitate the development of council partnerships to enable efficiencies in resource recovery, materials transport and disposal.	2	2	2	6	M
	Work with all levels of government, industry and investors to explore innovative and technological advancements that could inform future infrastructure development and investment.	2	2	2	6	M
	Implement sustainable contract management processes to ensure best use of funds	0	3	2	5	M
	Collaborate with GCWWRRG on waste infrastructure planning	2	4	0	6	M

6. Conclusions

This Report has reviewed the current status of waste management within the *City of Ballarat*, including material generated, waste collection and disposal services provided and recycling and waste disposal facilities. This review provides background information for the development of a strategy that offers long-term strategic direction for sustainable waste management and provides a focus on the *City of Ballarat's* goals to be achieved over the next five years.

The *City of Ballarat's* Strategic Direction

Vision

To achieve zero recoverable waste to landfill by 2040.

In order to achieve this Vision, four Strategic Objectives and seven Targets have been established to provide direction for waste and resource recovery in the *City of Ballarat* over the next five years.

Objective One: Full resource recovery.

Target 1.1 The growth in waste generation is less than the rate of population growth.

Target 1.2 Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028.

Objective Two: Viable resource recovery markets.

Target 2.1 90% of recovered material enters a viable market stream with a focus on local enterprise.

Objective Three: Adaptive infrastructure and operations.

Target 3.1 Infrastructure enables full resource recovery targets to be met.

Target 3.2 Waste management operations are adaptive and exceed industry standards and benchmarks.

Target 3.3 Reduce incidents of illegal dumping by 50% by 2022.

Objective Four: Strategic planning.

Target 4.1 Adaptive management principles are embedded in waste management planning and implementation.

The below table outlines proposed management options to be considered for inclusion in the *City of Ballarat Resource Recovery and Waste Management Strategy, 2018-2022*. These management options have been developed through a number of processes including: workshops with key stakeholders; analysis of previous strategy actions; and benchmarking of best practice across the waste management industry. They are in line with State and regional objectives and aim to meet targets developed for each of the four Strategy Objectives.

A Triple Bottom Line assessment was used to assess each management option for their environmental, social and economic impacts.

Vision: To achieve zero recoverable waste to landfill by 2040

Objectives	Full resource recovery		Viable resource recovery markets	Adaptive infrastructure and operations			Strategic Planning
Targets	T1.1 The growth in waste generation is less than the rate of population growth.	T1.2 Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028.	T2.1 90% of recovered material enters a viable market stream with a focus on local enterprise.	T3.1 Infrastructure enables full resource recovery targets to be met.	T3.2 Waste management operations are adaptive and exceed industry standards and benchmarks.	T3.3 Reduce incidents of illegal dumping by 50% by 2022.	T4.1 Adaptive management principles are embedded in waste management planning and implementation.
Management Options	<p>Work with relevant agencies, industry and schools on waste and resource reduction and recovery education and engagement.</p> <p>Educate and raise awareness of waste minimisation and avoidance through the development of a Waste Education Plan.</p> <p>Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.(T1.1, T1.2).</p> <p>Provide advocacy in the community through support of waste minimisation initiatives (T1.1, T1.2).</p> <p>Identify and implement financial incentives and disincentives for waste minimisation across all sectors.</p> <p>Provide community leadership through local groups and businesses.</p>	<p>Develop a Waste Action Program to reduce recycling contamination across the MSW sector.</p> <p>Assess collection needs across all sectors, identify gaps in council services and investigate provision for those additional community needs.</p> <p>Educate and raise awareness of diversion options through the Waste Education Plan.</p> <p>Promote and advocate for the avoidance of single use products.</p> <p>Develop a business case for organic diversion options for MSW and C&I waste sectors</p> <p>Encourage on-site reuse for construction & demolition waste, and work with local recyclers of C&D to better promote services in the region.</p> <p>Provide community leadership through local groups and business.</p> <p>Support GCWRRG’s investigation into increasing the recovery of materials such as wood/timber, agricultural wastes, plastics, textiles, tyres and e-waste.</p>	<p>Develop a Resource Recovery Market plan.</p> <p>Improve resource recovery of priority marketable products, waste streams will go to the All Waste Interchange.</p> <p>Invest in ‘pre-sort’ infrastructure that aims to maximise on-site resource recovery (MRF). (T1.1, T2.1, T3.1)</p> <p>Undertake a gap analysis and develop a 3-year Strategic Resourcing Plan to enable proactive delivery of Waste Strategy, including opportunity for Resource Recovery Market Officer.</p> <p>Provide support for existing and emerging waste market initiatives</p> <p>Consult with industry and GCWRWRRG to gather information on innovation and market development needs and priorities.</p>	<p>Assess and implement options for asset rationalisation, consolidation and upgrade of landfill and RRC infrastructure.</p> <p>Facilitate the consolidation of waste infrastructure including depot and transfer station to an All Waste Interchange (T1.2, T3.1).</p> <p>Invest in state-of-the-art waste service fleet, including investigation of alternative fuel and hybrid drive systems.</p> <p>Continue to pursue a feasibility study that looks at all options of waste to energy facilities that places Ballarat as a central processor of Victoria’s waste (T1.2, T3.1).</p> <p>Implement the Smythesdale Landfill Master Plan.</p> <p>Work with the GCWRRG, industry and the EPA to progress any rehabilitation assessments and requirements for closed landfills.</p> <p>Provide assistance to industry to ensure infrastructure, facilities and services are operating and managed to protect the community, environment and public health.</p>	<p>Establish benchmarks for waste management services including: landfill management; transfer station, street cleaning and waste collection and use to inform best practice and continual improvement processes.</p> <p>Investigate logistics and infrastructure that produce efficiencies in waste transport including understanding the viability verses distance constraint.</p>	<p>Facilitate the development of an illegal dumping action plan with partners and key stakeholders.</p> <p>Work with SV and the Victorian Litter Action Alliance (VLAA) to develop and implementation best practice litter prevention programs.</p> <p>Raise awareness of illegal dumping through the Waste Education Plan</p> <p>Provide additional resource for enforcement activities.</p>	<p>Implement an annual review of the RRWM Implementation Plan.</p> <p>Apply adaptive management approach to waste management.</p> <p>Implement a reliable and targeted local data system that informs waste and resource recovery decisions and contributes to regional and state data systems.</p> <p>Work with GCWRRG and other councils to develop mechanisms and contingency plans to appropriately manage waste and material during and after emergency or unplanned events.</p> <p>Work with the GCWRRG to facilitate the development of council partnerships to enable efficiencies in resource recovery, materials transport and disposal.</p> <p>Collaborate with GCWRRG on waste infrastructure planning.</p>

GCWRRG = Grampians Central West Waste and Resource Recovery Group. EPA= Environment Protection Authority. SV = Sustainability Victoria

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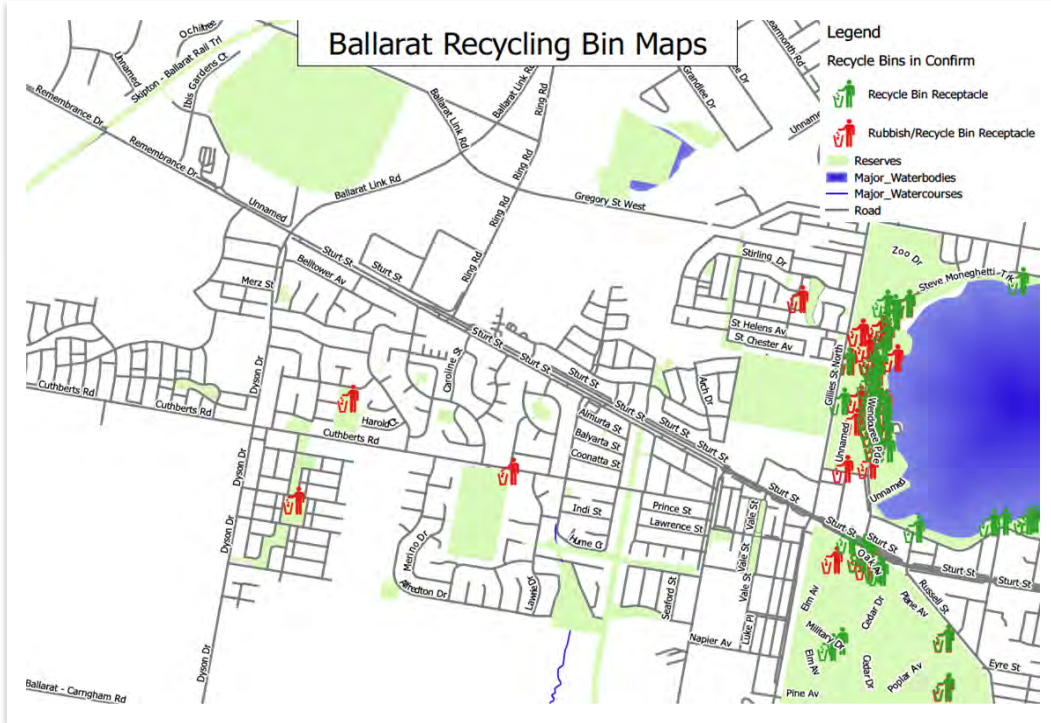
Sustainability Victoria (2016a) *Victorian Market Development Strategy for Recovered Resources*, Sustainability Victoria, Melbourne

Sustainability Victoria (2016b) *Victorian Waste Education Strategy*, Sustainability Victoria, Melbourne

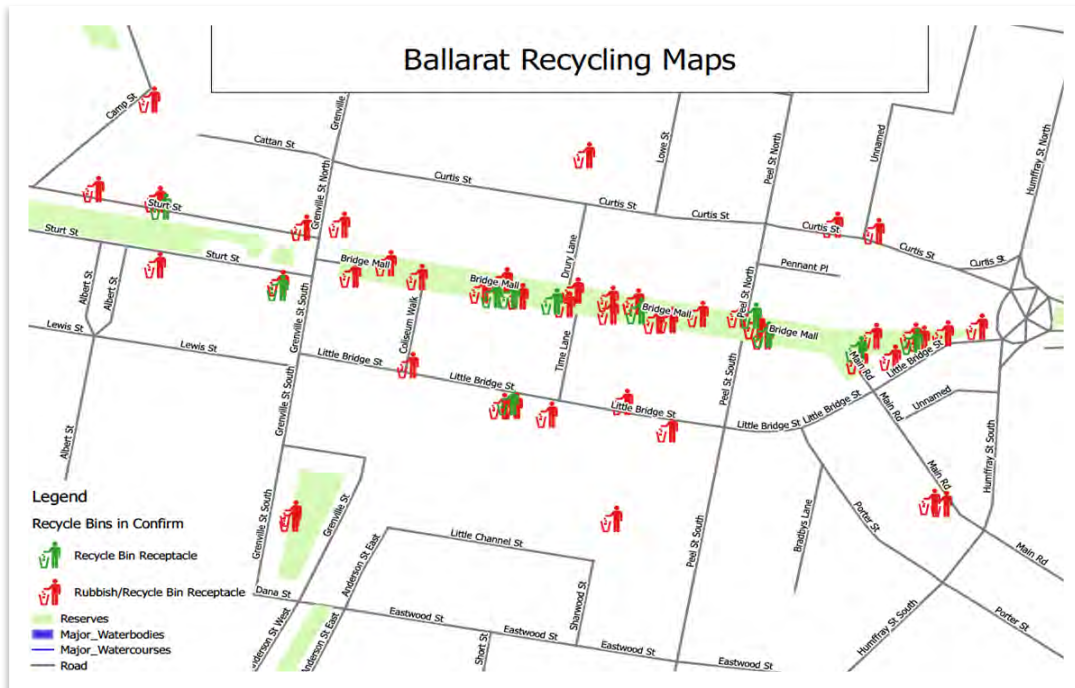
Appendices

Appendix A Detailed map of recycle bins by location

Alfredton



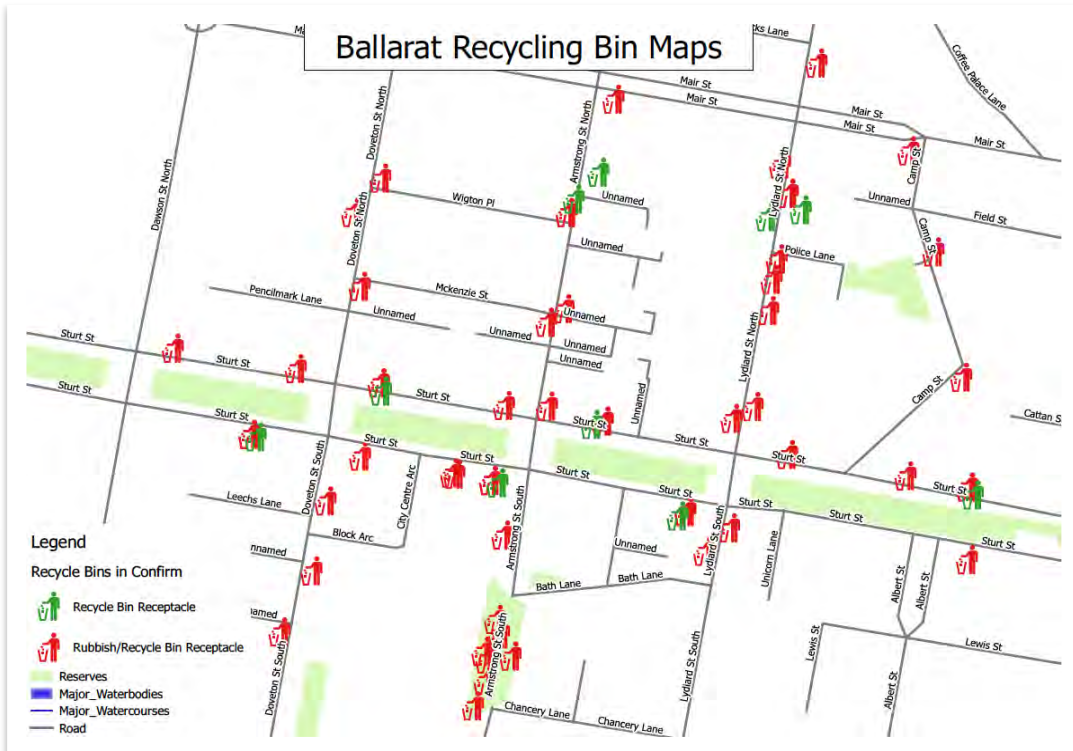
Bridge Mall



Buninyong



CBD



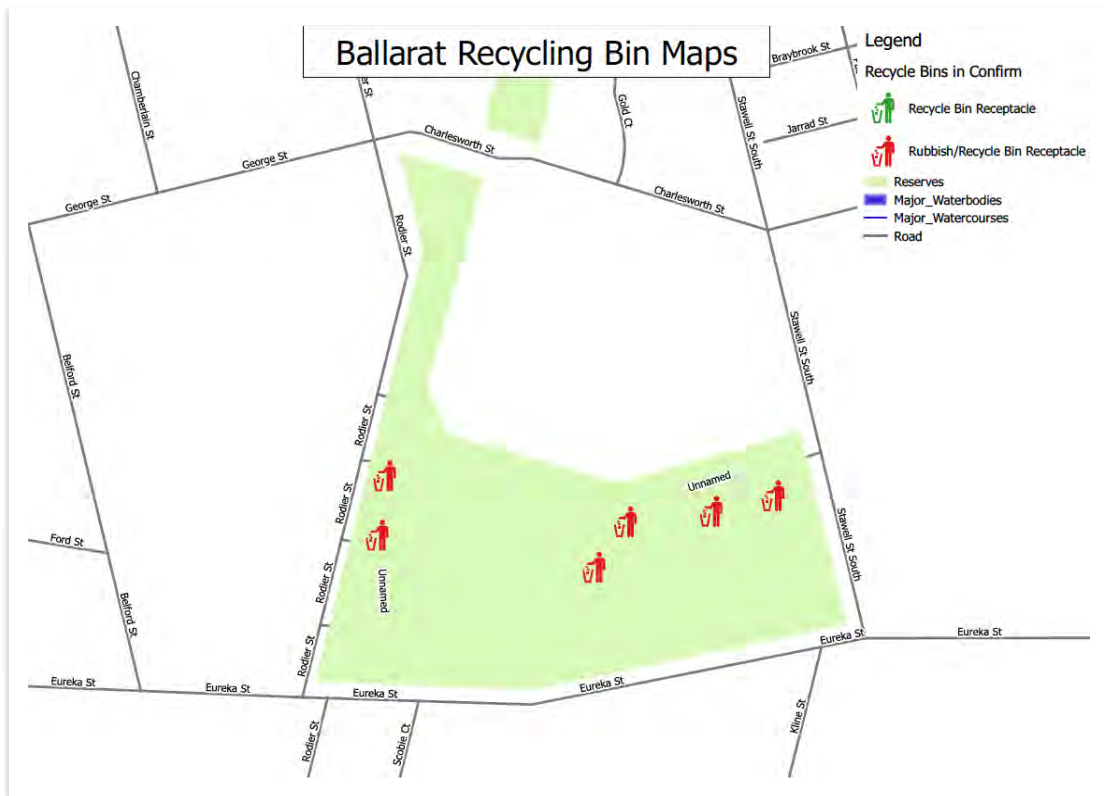
Lake Wendouree



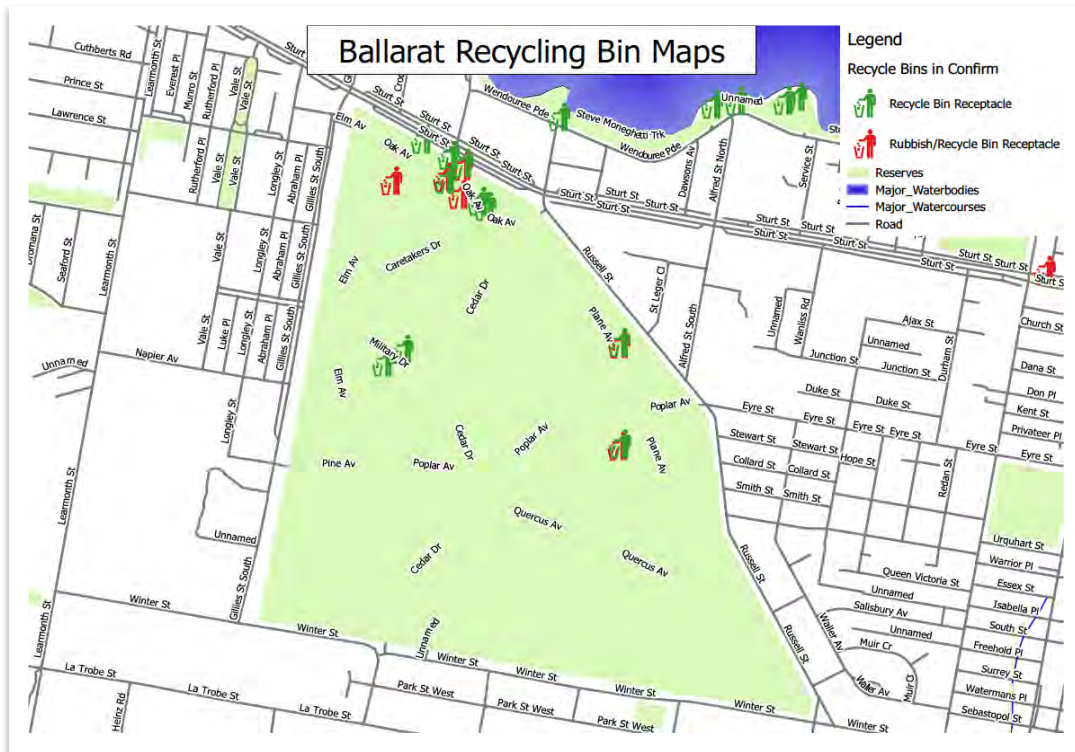
Learmonth



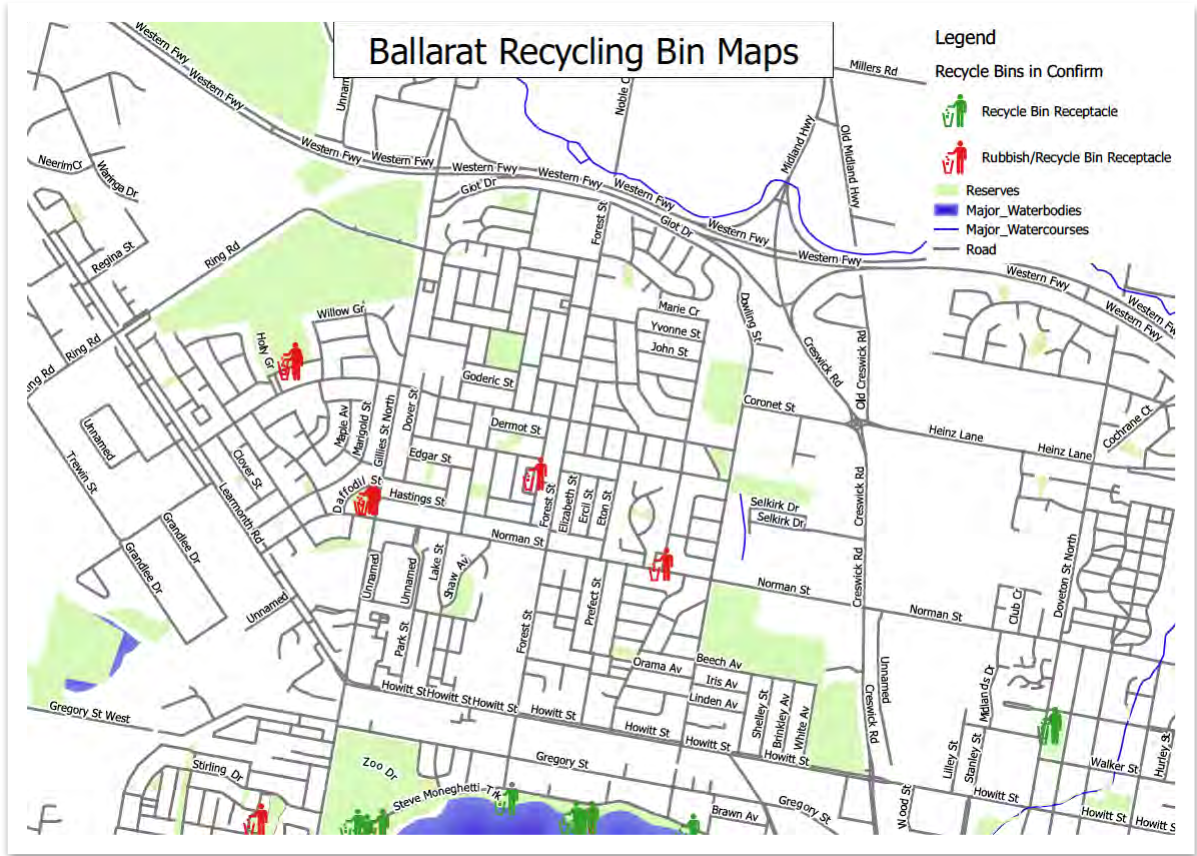
Museum of Australian Democracy at Eureka (M.A.D.E)



Victoria Park



Wendouree



Appendix B Transfer Station Fees & Charges 2017/18

Location: Gillies Street Sth, Ballarat (opposite Victoria Park)

Opening Hours

Monday to Friday 8.00am to 4.00pm

Weekends 10.00am to 4.00pm

Facility is closed Christmas Day, New Years Day, Anzac Day and Good Friday

Products By Cubic Metre

PRODUCT	DESCRIPTION	COST PER CUBIC METER
General Waste 0.5 Cubic Meter	Hard Waste, Wood, Plastics, Household Waste, Building Waste (Inc Plastic, Metal, Plasterboard), treated timber	\$24.00
General Waste by Cubic Meter		\$49.00
Rubble Cubic Metre	Rock, Brick, Concrete (No Metal or Plastic)	\$59.60
Green Waste Cubic Metre	Pruning's, grass clippings, leaves, branches	\$22.00
Timber	Clean hard and soft wood (not treated)	\$30.00

Non - Weighed Products

PRODUCT	COST PER ITEM
Mattress	\$30.00
Refrigerators	\$17.50
Air Conditioners	\$7.50
Tyres- Cars	\$6.80
Tyres – 4WD & Light Truck	\$15.60
Tyres – Truck	\$66.80
Tyres- Tractor	N/A
E-Waste Small	No charge

FREE

Metal steel and aluminium (incl.whitegoods, Televisions, empty/dry paint cans, small auto parts – no car bodies)

Detox – Paints, Oils, Batteries (Residential quantities), fluorescent tubes and compact fluorescent globes (CFLs)

Household recycling material: newspapers, magazines, flattened cardboard, plastic bottles & containers (HDPE, PET, PVC)

NOTE: Aside from chemicals accepted in the detox program – no liquids & no asbestos are accepted on site.

VOUCHERS: Vouchers will be validated on redemption; however, customers must ensure sufficient payment is able to be made should voucher be invalidated due to previous use.

Appendix C Ballarat Regional Landfill Fees & charges 2017/18

Location:

1380 Glenelg Hwy, SMYTHESDALE
 Gatehouse Phone Number 03 5342 8540
 Landfill is a commercial site and is not open to the public

Opening Hours:

Monday to Friday 7.00 am to 4.30 pm
 Saturday 9.00 am to 3.00 pm
 Thursday between 10.00am and 12.00pm (by appointment only)
 Asbestos (commercial and residential) by appointment only
 Category C Soil by appointment only
 Cleanfill – POA

Weighed Products

PRODUCT	DESCRIPTION	RATE PER TONNE (INC GST)
Industrial and commercial waste	Waste from commercial and industrial sources (falling below EPA prescribed waste categorisation)	\$175.50
Industrial/Commercial (Half load minimum)	Waste from commercial and industrial sources (minimum load – half tonne or less)	\$87.75
Mixed Rubble	Rock, Rubble & Concrete (No Metal)	\$172.20
Clean Fill – POA – Certificate Required	Soil, Fill, Subsoil, Clay & Rock (to less than 150mm)	POA*
Low Level Contaminated Waste	Category C – Requires pre approval (contact City of Ballarat Customer Service on 5320 5500)	\$196.60
Asbestos (Commercial Quantities)**	Must Pre book – Ph. 5342 8540	\$220.60
Asbestos (less than 120kg)	Pre booking required – Acceptance conditions apply	\$70.00

*POA = PRICE ON APPLICATION

**Restricted Access will apply – Council reserves the right to deny access based on site conditions – Pre-booking required. Refer to Ballarat Regional Landfill – Receiving of Asbestos Doc 104

Note: Tyres, liquid wastes, chemical wastes are not accepted on site. Penalties will apply if identified in load.

Appendix D Community consultation report

1. Executive Summary

The community consultation phase for the City of Ballarat Resource Recovery and Waste Management Strategy 2018-22 (The Strategy) was carried out over a four-week period from 13th March to 6th April, 2018. Key stakeholders were contacted directly via email and were provided with a link to the online survey. Promotion of the consultation to the general City of Ballarat community was via Facebook and the City of Ballarat website. The online survey was placed on the 'My Say' City of Ballarat website. Over the four-week period:

- 65 people looked at the website
- 25 submitted a response
- 11 of which were male, 13 were female and 1 unknown

Statistical Analysis

Overall the City of Ballarat residents that contributed to the consultation survey were positive and in support of the Strategy. This can be viewed in the summary of statistical results provided below. Detailed information can be found within this report.

- 92% of the respondents supported the Vision
- 100% of the respondents supported the Objectives
- 92% of the respondents supported the Targets.
- 8% of respondents raised concerns about two targets.
 - Target 1.1 – The growth in waste generation is less than the rate of population growth. Key concern: This target will result in waste still being sent to landfill.
 - Target 3.3 – Reduce incidents of illegal dumping by 50% by 2022. Key concern: Target should be set at a higher rate.
- 92% of the respondents supported the Management Options. The remaining 8% were neutral.

Summary of comments

Complimenting this high level of support, were comments provided by the respondents which were positive and action orientated. Practical suggestions on subjects such as waste reduction, collection, recycling, and education provides City of Ballarat with a rich list to choose from and add to the Annual Implementation Plan. There were also comments that were outside of City of Ballarat's control and in the realm of influence or concern.

Recommendations

1. Clean Ballarat review this report.
 - Consider placing a new management option in the Strategy along the lines of...
 - Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.

- Insert a description of the consultation phase and a short summary of the results in to the Strategy (see Appendix 1 for draft description).
 - Note that Target 1.1 is about reversing current trends and sets a new ceiling – it is not as ambitious as some of the other targets but is important to provide a driver for waste to landfill reduction.
 - Add into the illegal dumping target a new management option:
 - Set up a regional taskforce to address illegal dumping and to gather data on what is occurring.
 - A version of the annual implementation plan should be provided to the council on the progress towards the targets and will include a section that addresses the feedback comments, even if they aren't implemented to acknowledge that they were considered and assessed.
 - Comments will be reviewed as part of the development of the Annual Implementation Plan and feedback will be provided to the Clean Ballarat Committee regarding which activities were accepted, and which ones are supported but cannot be implemented at that point in time.
 - Detailed information of the consultation can either be left as a stand-alone report within this document or be added to the Background Report as a new chapter.
2. Put forward chosen recommendations to improve the Strategy from the consultation and discussion held by the Clean Ballarat committee members to the City of Ballarat councillors.

2. Introduction

The Draft City of Ballarat Resource Recovery and Waste Management Strategy 2018-22 (The Strategy) was completed and presented to council in December, 2017. Community consultation for the Strategy was carried out over a four-week period from 13th March to 6th April, 2018. Key stakeholders were contacted directly via email and were provided with a link to the online survey. Promotion of the consultation to the general City of Ballarat community was via TV, Facebook and the City of Ballarat website. The online survey was placed on the 'My Say' City of Ballarat website. Over the four-week period 65 people viewed the website, with 25 completing the online survey.

Each chapter of this report provides the raw data and analysis on each aspect of the Strategy: the Vision, Objective, Targets and Management Options. Following the analysis is a section in blue text with three parts to it:

1. Summary of the key points from the respondents,
2. A comment that answers, explains or contexts the issue and a
3. Recommendation

3. Demographics of respondents

The following is a summary of the respondents and their demographics. Over the four-week period of the consultation 65 people looked at the 'My Say' website, 25 submitted a response of which 11 were male, 13 were female and one chose to withhold their details. Table 3.1 provides a detailed analysis and the week by week statistics on the demographics.

Table 3.1: Week by week analysis of demographics of the respondents

		Week 1	Week 2	Week 3	Week 4	Total
# of visitors		32	19	8	6	65
# of submissions		14	7	4	-	25
Gender	Male	8	3	0	-	11
	Female	6	4	3	-	13
Location	Mt Clear	2	-	-	-	2
	Delacombe	2	-	1	-	3
	Invermay	1	-	-	-	1
	Wendouree	1	-	-	-	1
	Ballarat Central	1	-	-	-	1
	Newington	1	-	-	-	1
	Canadian	1	-	-	-	1
	Buninyong	1	-	-	-	1
	Nerrina	1	-	-	-	1
	Learmonth	1	-	-	-	1
	Brown Hill	1	1	-	-	2
	Alfredton	-	4	-	-	4
	Lake Wendouree	-	1	1	-	2
	Eureka	-	1	-	-	1
	Ballarat East	-	-	-	1	1
Unknown	1	-	-	-	1	

4. Vision

The following information was placed in the ‘My Say’ survey regarding the Strategy Vision.

To achieve zero recoverable waste to landfill by 2040.

In order to achieve this Vision four strategic Objectives have been established to provide direction for waste and resource recovery in the *City of Ballarat* over the next five years. This Vision and the four Objectives are in line with State and Regional Objectives.

People undertaking the survey were asked to indicate how supportive they were of the Vision. Of the 25 respondents, 18 were extremely supportive, 5 were supportive and one was extremely unsupportive. Indicating from the survey 92% were supportive of the vision. The person who was extremely unsupportive did not provide comment as to why. Please note that only 24 out of the 25 respondents responded to this question as it was not compulsory to do so.

Table 4.1: Respondent’s response as to their level of support for the Vision

	Week 1	Week 2	Week 3	Week 4	Total
Extremely supportive	9	6	3	-	18
Supportive	4	1	-	-	5
Neutral	-	-	-	-	0
Unsupportive	-	-	-	-	0
Extremely unsupportive	1	-	-	-	1
Total	14	7	3	0	24

Two respondents provided specific comments about the Vision. Neither were negative, with one suggesting that 2040 is too far away and the other desiring to have more detail around the number and level of waste that could be reduced. This was suggested to add a deeper level of accountability and success. The actual comments are listed below:

- ‘2040 is too far away for the sake our kids and grandkids.’
- ‘The wording of the vision and four objectives themselves does not mention reducing levels of waste; that is there in the detail, but if it could be included in the vision or an objective that would help clarify at a high level, or summary level, what is intended. Throughout the life of the strategy, the vision and objectives will often be referred to without necessarily referring to any further detail, and having a key aspect missing from them is likely to weaken the implementation of that aspect. In simple terms, including reducing levels of waste in the vision or objectives will make it more likely to occur.’

5. Objectives

All of the respondents supported the objectives, with none of them providing any extra comment. The following detail about the objectives was placed in the 'My Say' survey in regards to the Objectives. Table 5.1 lists in detail the respondents support for the objectives.

Objective One: Full resource recovery

The *City of Ballarat* recognises waste as a valuable resource, which is currently under-utilised and aims to remove all valuable, recoverable materials from the waste stream prior to disposal in landfill.

Objective Two: Viable resource recovery markets

Meeting objective one is reliant on recovered resources entering a viable market. Understanding and supporting the development of viable resource recovery markets underpins the resource recovery process.

Objective Three: Adaptive infrastructure and operations

Invest in infrastructure and operational delivery that adjusts in order to proactively manage new and emerging waste streams and adapts to suit the changes in demand and supply supports the *City of Ballarat's* vision.

Objective Four: Strategic planning

The *City of Ballarat* aims to ensure strategic planning principles are embedded in waste management planning and implementation through the adoption of an adaptive management approach.

Table 5.1: Week by week analysis of the level of support for the objectives

	Week 1	Week 2	Week 3	Week 4	Total
Yes	14	7	3	-	24
No	-	-	-	-	0

Key points raised from the consultation regarding the Vision and Objectives are:

- 2040 is too far away.
- Include the words 'reducing levels of waste' in the vision or objectives to clarify the strategies intention.

Comment:

The Strategy is a document that outlines what the City of Ballarat is directly responsible in regards to resource recovery and waste management. Placing 'reducing or avoiding waste' in the vision or four

objectives, whilst it does flag the importance of the issue, however suggests that the City of Ballarat has a larger level of responsibility on this area than what is true. It also has the potential to create a target that is not achievable and one that there is no real accountability for. The four objectives have been written and chosen so they align with the state and regional objectives. In regards to waste reduction it is important to be aware of which areas the City of Ballarat can have control, influence or concern over.

Recommendation:

- Consider placing a new management option in the Strategy along the lines of...
 - Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.

6 Targets

The targets received a high level of support with 92% of respondents supporting all seven targets. Only 8% (two respondents) did not support all of the targets. The Strategy targets are listed below.

The two targets that the respondents did not support were Target 1.1 and Target 3.3. Lack of support was due to either desiring a higher percentage (Target 3.3 >50%) or a more detailed form of measurement (Target 1.1). The targets listed in the survey are repeated below.

- Target 1.1** The growth in waste generation is less than the rate of population growth.
- Target 1.2** Achieve 70% diversion of waste from landfill by 2022 with a long-term goal of 85% by 2028.
- Target 2.1** 90% of recovered material enters a viable market stream with a focus on local enterprise.
- Target 3.1** Infrastructure enables full resource recovery targets to be met.
- Target 3.2** Waste management operations are adaptive and exceed industry standards and benchmarks.
- Target 3.3** Reduce incidents of illegal dumping by 50% by 2022.
- Target 4.1** Adaptive management principles are embedded in waste management planning and implementation.

Table 6.1: Week by week analysis of the level of support for the targets.

	Week 1	Week 2	Week 3	Week 4	Total
Yes	13	6	4	-	23
No	1	1	-	-	2

Listed below is the qualitative data from the respondents in regards to targets 1.1 and 3.3.

T1.1 The growth in waste generation is less than the rate of population growth.

- ‘Waste growth just below population growth might still result in landfill problem’
- ‘Growth in waste generation being less than population growth does not have a % less than figure on it. It can be measured as it stands, but without a % less than figure it seems more

business as usual than a target that will drive behavioural change and processes around that. If everyone did a tiny bit better than now the target would be met - I would hope we could do more than just a tiny bit better, having an actual % less than population growth would help drive that (or a percent less per resident or similar)'

- 'Concerned that this is not a high enough aim for initial waste reduction'

T3.3 Reduce incidents of illegal dumping by 50% by 2022.

- 'Should be higher. If it's not controlled it's just blowing in the breeze to rot our oceans'
- 'Is there a need to revisit kerbside 'hard rubbish' collection? Strategically placed large collection hoppers may overcome the visual pollution concerns. These 'bins' could be moved week by week to new areas'

Key points raised from the consultation regarding the Targets are:

- Concerned that the targets are not strong enough
- Illegal dumping reduced by 50% - percentage is too low

Comment:

In the City of Ballarat the growth of waste going to landfill is outstripping its rate of population growth – a trend that is opposite to the state trend – where waste to landfill is decreasing while population is growing. Hence Target 1.1 – the growth of waste generated is less than the rate of population growth. City of Ballarat has not achieved this target and it is important to note that the targets are designed to be delivered together and not in isolation. The supporting change drivers are reinforced in Targets 1.2 and 2.1, creating the real success by having and pushing towards real alternatives to stop waste going to landfill.

The target for illegal dumping may appear low. However there is a need to understand the issue before we state a higher target. Illegal dumping in the City of Ballarat involves the cooperation of other landowners (private and various government agencies), calculating the true cost, and understanding why people dump illegally where there are services provided (transfer station, rubbish removalists etc). Suggestions of providing cheap gate fees or hard waste collection has not been shown to decrease the level of illegal dumping anywhere in Victoria or Australia.

Recommendation:

- Note that Target 1.1 is about reversing current trends and sets a new ceiling – it is not as ambitious as some of the other targets but is important to provide a driver for waste to landfill reduction.
- Add into the illegal dumping target a new management option:
 - Set up a regional taskforce to address illegal dumping and to gather data on what is occurring.
 -

7. Management Options

Majority of respondents supported the Management Options (92%). There were no unsupportive or extremely unsupportive responses.

Table 7.1: Week by week analysis of the level of support for the Management Options

	Week 1	Week 2	Week 3	Week 4	Total
Extremely supportive	7	3	1	-	11
Supportive	6	3	3	-	12
Neutral	1	1	-	-	2
Unsupportive	0	-	-	-	0
Extremely unsupportive	0	-	-	-	0

Key points raised from the consultation regarding the Management Options are:

Complimenting this high level of support was a number of positive, action-orientated comments. A number of these sat within the City of Ballarat’s control. These suggestions are worth discussing and it is worth considering whether they are appropriate for City of Ballarat to implement.

Three comments that stood out include;

- ‘make part of any community capacity building a waste reduction strategy’;
- ‘provide local employment for waste sorting’; and
- ‘expand the greenwaste recovery system to include food scraps and other organic matter.’

A number of concerns and actions were suggested that sat outside of City of Ballarat’s control. These comments were based around the level of plastic being utilised in our community especially in supermarkets and the notion of deposit scheme for cans and glass bottles. Whilst these issues are outside City of Ballarat’s control, there is an opportunity to support local groups and organisations and to influence state government to introduce policy, programs and actions to being to ameliorate these issues.

Respondents put forward a number of suggestions regarding what has been successful in other council areas in Victoria (e.g. Mildura), interstate (e.g. Adelaide) as well as internationally (e.g. Switzerland).

Majority of the suggestions regarding management options were action based and not strategic in nature. As such they are better suited to be considered for inclusion in the Annual Implementation Plan (AIP) than within the Strategy itself.

To assist with the analysis and interpretation of the comments they have been grouped into the following categories:

- Positive comments
- Suggested actions within City of Ballarat’s control
- Concerns/actions that are outside City of Ballarat’s control
- What others are going
- Other

Table 7.2 lists all the comments made about the Management Option with recommended actions to address them.

Table 7.2: List of comments from respondents for the management options with recommendations

Category	Comments from respondents	Recommendation
Positive comments	<ul style="list-style-type: none"> • Lets just get on with it • Clear and concise 	<ul style="list-style-type: none"> • Note the support.
Suggested actions within City of Ballarat's Control:	<ul style="list-style-type: none"> • Make part of any community capacity building a waste REDUCTION strategy. • Providing local jobs for waste sorting...'value adding'. Rate payers might 'wear' a rate rise if they knew it created local jobs. • While it is clear this plan is not about specifics of programs it would be good to see mention of the potential to expand the greenwaste recovery system to include food scraps and other organic matter. 	<ul style="list-style-type: none"> • Where appropriate capture suggestions within Annual Implementation Plan.
Concerns/Actions outside City of Ballarat's control	<ul style="list-style-type: none"> • Reduction of Waste - Start charging the manufacturer in the supply chain. So much we buy at the supermarket is covered in unnecessary or unrecyclable plastic. Is this really necessary? • Plastics to be no more. • Paper bags in supermarkets. No more plastic. • Minimal plastic packaging in supermarket lines. • Recycle glass bottles for a few cents when handed in to collection yard • Money for cans handed in. • Pressure the Victorian government to bring in a deposit scheme on plastic and glass containers as they have in almost every other state of Australia. There would be a lot less of these items littering public places. 	<ul style="list-style-type: none"> • Take note of actions. • Provide support to community groups where appropriate. • Support State government in changes of policy that reduce plastic, glass bottles and cans in communities.
What others are doing:	<ul style="list-style-type: none"> • In Switzerland, citizens leave all packaging at the supermarket, as they have to pay exorbitant amount for rubbish bags, and Switzerland has limited land fill. We need to start to force change at the begging of our supply chain and start changing people's behaviour if we want to make serious change. People do change when there are alternatives. • Go and drive through the tip at Mildura you will be surprised. Don't waste money reinventing a process that works well somewhere else. 	<ul style="list-style-type: none"> • State, National and International Recycle Recovery and Waste programs have been taken into consideration when writing the Strategy. • Continuously update information, research findings and innovative programs into City of Ballarat's works program – this can be achieved

Category	Comments from respondents	Recommendation
	<ul style="list-style-type: none"> • Might be the wrong forum but why not think more about simple things like what other good councils or states have. • Collection of hard waste e.g. furniture, wood, mattresses. Once a year by area or phone council for dates truck will go past. Register for this. [In Mildura and Adelaide] • Disability volunteer agencies have clients break down washing machines, fans, radios etc for parts and recycling [done in Mildura.] 	<p>through the annual evaluation and review of the AIP.</p>
'Other' comments	<ul style="list-style-type: none"> • These look fine but the content is what makes them extraordinary or mediocre • The current issue of China not accepting our recyclables is not their problem it is ours. We need to develop the options of what we want to accept as packaging and then we need to stick with it. Why do we need to wrap bananas in plastic bags, have white goods packaged in polystyrene which doesn't decompose etc.. • I don't really understand what is meant by "the management options" in this question. If you mean that Council runs the waste services instead of outsourcing I am very supportive of Council running them in house. That may not be what was meant by the question though... 	<ul style="list-style-type: none"> • Take comments under advisement – no specific action required. • Note there is one person's community support for waste services to be taken 'in house' rather than contracting them out.

Comment:

The annual implementation plan will contain a series of specific and measurable actions required by the City of Ballarat staff to -implement the waste strategy. The management options will be broken down into actual tasks that allow for implementation and accountability. The additional commentary made and provided thought the consultation should be considered at this action level. Where priorities are lowered or suggested actions are not going to be implemented as per the suggestions, a report/explanation can be provided back to Clean Ballarat committee.

Recommendation:

A version of the annual implementation plan should be provided to the council on the progress towards the targets and will include a section that addresses the feedback comments even if they aren't implemented to acknowledge that they were considered and assessed.

8. General comments

When the respondents were asked ‘would you add, change or remove anything from the Strategy?’ their answers continued on the theme of being positive and action orientated. To assist with the analysis and interpretation of the comments they are grouped into the following categories:

- Positive comments
- Suggested actions within City of Ballarat’s control
 - Waste collection
 - Recycling
 - Community & education
 - Waste reduction
- Concerns/actions that are outside City of Ballarat’s control
- Other

Table 8.1 provides a detailed summary of all the general comments made with recommendations on how they can be acknowledged, added to the strategy, or placed into the Annual Implementation Plan. Comments in green have been added to

Table 8.1: List of general comments from respondents with recommendations

Category	Comments from respondents	Recommendation /comments
Positive comments	<ul style="list-style-type: none"> • It’s a good start • Very pleasing to see plans to use waste for generation of energy. 	<ul style="list-style-type: none"> • Note the support.
Suggested actions within City of Ballarat’s Control:	<p>Waste collection</p> <ul style="list-style-type: none"> • Ensure there is a recycling bin next to every rubbish bin in public areas. • Reusing my main waste bin that was replaced with smaller red lid bin as a compost bin was great reuse and didn’t take up much space. 	<ul style="list-style-type: none"> • An education campaign need to compliment the addition of recycling bins in public area as they generate a high amount of contaminated material. • Where appropriate suggestions are made and are in line with Annual Implementation Plan priorities they can be added. • Opinions and/or personal statements do not need to be captured in the Strategy, just acknowledged.

Category	Comments from respondents	Recommendation /comments
	<p>Waste reduction</p> <ul style="list-style-type: none"> • Provide incentives to communities which support REDUCTION of waste as opposed to recycling. • Make the tip at Ballarat a shining example of reuse. • Place a stronger focus on initial waste reduction, as well as investing in optimum diversion and management strategies. • No solution will effective unless we can reduce the creation of waste to begin with. <ul style="list-style-type: none"> - Organic collection of waste material - Reduction of waste to begin with. • More details on the employment-based activities of the All-Waste Interchange and the waste to energy plant. • When some specific goals are looked at to achieve the strategy I think Ballarat need to become a City that promotes Cloth nappies over disposable nappies which will help to reduce the waste (see City of Casey for what they do in this regard). 	<ul style="list-style-type: none"> • Where appropriate suggestions are made and are in line with Annual Implementation Plan priorities they can be added. • Opinions and/or personal statements do not need to be captured in the Strategy, just acknowledged. • Understand the importance of reduction and minimising generation of waste, however where does the Council's responsibilities lie? An example is that the City of Ballarat can encourage and educate but not necessarily enforce waste minimisation. Diversion can be achieved through bins and separate streams.
	<p>Recycling</p> <ul style="list-style-type: none"> • We have an overabundance of glass that isn't being recycled at all; the Western Employment Zone could use a recycling facility for glass waste, and businesses could setup for reusing glass through container return schemes like the good old days of milk bottles. • Need to find a way for recyclables to actually be recycled if China are no longer taking it. I know it may well be out of local council budget but if the funding was provided by the state then the essential infrastructure to achieve this would create jobs. Without this final link in the chain the rest of the infrastructure would be redundant. • I would like to see recycling bins for coffee cups distributed throughout the area (especially within close proximity of venues that use them - it was great to see one at the Begonia Festival this year.) 	<ul style="list-style-type: none"> • Where appropriate suggestions are made and are in line with Annual Implementation Plan priorities they can be added. • Opinions and/or personal statements do not need to be captured in the Strategy, just acknowledged. • All actions have costs – understanding these costs, the various options that are available and prioritising them in a transparent manner is important. Choosing one product (e.g. bins for coffee cups) may not be the best economical choice or be the highest impacting object to reduce the City of Ballarat's waste.

Category	Comments from respondents	Recommendation /comments
	<p>Community & Education</p> <ul style="list-style-type: none"> • Add... Education as a strategy • Give greater weighting to educating people about not purchasing goods that have single-use containers • The strategy needs to be home grown, involve the community, getting local innovation and not expect others to solve Ballarat's issues. • Get community ambassadors 	<ul style="list-style-type: none"> • Where appropriate capture suggestions within Annual Implementation Plan.
<p>Concerns/Actions outside City of Ballarat's control</p>	<ul style="list-style-type: none"> • Time to get tough on business. • Construction sites all over town covered in smoko rubbish. • Costa's great idea about straws - but maccas are single use plastic nuts. How many more fast food restaurants can the city approve with no commitment from them. • A couple of free hard rubbish collections each year might cut down on illegal rubbish dumping. 	<ul style="list-style-type: none"> • Take note of actions. • Encourage businesses to reduce their waste production. • Hard waste collection is not free and there is at this stage no evidence that is reduces or prevents illegal rubbish dumping. • The Regional Waste Group has a new industry focus and there is an opportunity to encourage involvement with them.
<p>'Other' comments</p>	<ul style="list-style-type: none"> • Something to do with direct strategies would be powerful also. Ie where people dispose of their "waste" directly to others who can use it without physically going through council facilities in any way at all. While Council would not be involved in the physical transfer of that "waste", Council could still have a large role to play in communicating what direct strategies and options exist, and therefore that should be in the strategy document also. This could be managed by the education team perhaps but is more in the area of maintaining reference data that people can look up than it is delivering education. (Imagine if Council could decrease the waste they had to process by even just 1% simply by keeping people well informed as to alternatives. I am of course making up the 1% for the sakes of illustration.) 	<ul style="list-style-type: none"> • Take comments under advisement.

Recommendation:

- Comments will be reviewed -as part of the development of the Annual Implementation Plan and feedback will be provided to the Clean Ballarat Committee regarding which activities made it and which ones are supported but can be implemented.

9. Summary of Recommendations

Throughout this report a number of recommendations have been made based upon the feedback from the respondents. A summary of the recommendations is listed below:

1. Clean Ballarat review this report.
 - Consider placing a new management option in the Strategy along the lines of...
 - Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption.
 - Insert a description of the consultation phase and a short summary of the results in to the Strategy (see Appendix 1 for draft description).
 - Clarify Target 1.1
 - Add into the illegal dumping target a new management option:
 - Set up a regional taskforce to address illegal dumping and to gather data on what is occurring.
 - A version of the annual implementation plan should be provided to the council on the progress towards the targets and will include a section that addresses the feedback comments even if they aren't implemented to acknowledge that they were considered and assessed.
 - Comments will be reviewed as part of the development of the Annual Implementation Plan and feedback will be provided to the Clean Ballarat Committee regarding, which activities were accepted and which ones are supported but cannot be implemented at that point in time.
 - Detailed information of the consultation can either be left as a stand-alone report within this document or be added to the Background Report as a new chapter.
2. Put forward chosen recommendations to improve the Strategy from the consultation and discussion held by the Clean Ballarat committee members to the City of Ballarat councillors.

List of all 25⁴ respondents

Age	Gender	Location
65+	Male	
31	Female	ALFREDTON, VIC
50	Male	ALFREDTON, VIC
55	Male	ALFREDTON, VIC
29	Female	ALFREDTON, VIC
45	Male	BALLARAT CENTRAL, VIC
41	Female	BALLARAT EAST, VIC
48	Male	BROWN HILL, VIC
43	Male	BROWN HILL, VIC
68	Female	BUNINYONG, VIC
60	Female	CANADIAN, VIC
38	Female	DELACOMBE, VIC
37	Female	DELACOMBE, VIC
67	Female	DELACOMBE, VIC
32	Male	EUREKA, VIC
49	Male	INVERMAY, VIC
45	Female	LAKE WENDOUREE, VIC
55	Male	LAKE WENDOUREE, VIC
64	Female	LEARMONTH, VIC
26	Male	MOUNT CLEAR, VIC
42	Female	MOUNT CLEAR, VIC
45	Female	NERRINA, VIC

⁴ Note: There are 24 respondents listed. The 25th respondent did not provide any demographic details and is not listed in this table.

59	Female	NEWINGTON, VIC
42	Male	WENDOUREE, VIC

Council Report

City of Ballarat Resource Recovery and Waste Management Strategy 18-22

Changes to document

Following the 4-week community consultation, the following recommendations were put forward to the Clean Ballarat Committee. Table 1.1 summaries the recommendations, whether they were accepted or rejected and where changes in the strategy were made.

Table 1.1 Summary of recommendation outcomes and amendments to the Strategy and Background Report

Recommendations	Accepted/ Rejected	Specific amendments made to the Strategy & Background Report
Consider placing a new management option in the Strategy along the lines of... <ul style="list-style-type: none"> • Support/lobby for State Government to assist avoidance of waste by encouraging smarter production, product stewardship schemes and educating on reducing consumption. 	Accepted	Pages amended in Strategy: p. viii, 10 Pages amended in Background Report: p. xi, 42, 53, 60, 676
Insert a description of the consultation phase and a short summary of the results into the Strategy.	Accepted	Page amended in Strategy: p. vi
Add into the illegal dumping target a new management option: <ul style="list-style-type: none"> • Set up a regional taskforce to address illegal dumping and to gather data on what is occurring. 	Accepted	Pages amended in Strategy: p. viii, 12 Pages amended in Background Report: p. xi, 45, 58, 64, 67
A version of the annual implementation plan should be provided to the council on the progress towards the targets and will include a section that addresses the feedback comments, even if they aren't implemented to acknowledge that they were considered and assessed.	Accepted	Refer to pages 12-13 and 14-16 of community consultation report for detailed assessment of suggestions from respondents.
Comments will be reviewed as part of the development of the Annual Implementation	Accepted	Refer to pages 12-13 and 14-16 of community

Recommendations	Accepted/ Rejected	Specific amendments made to the Strategy & Background Report
Plan and feedback will be provided to the Clean Ballarat Committee regarding which activities were accepted, and which ones are supported but cannot be implemented at that point in time.		consultation report for detailed assessment of suggestions from respondents.
Detailed information of the consultation can either be left as a stand-alone report within this document or be added to the Background Report as a new chapter.	Accepted with amendment*	Amendment to Background Report: Appendix D added with a copy of the community consultation report
Waste to Energy statement in the Strategy	Approved – no amendment required	Existing explanation (pg. 8 of Strategy and pg.37 of Background Report) and management options in Objective 2 are sufficient.
Add within the references the Smarter Cities Challenge Report	Accepted	Reference details were added to the Background Report on page 68

*Copy of community consultation report inserted as an appendix to Background Report

9.5. COUNCIL PLAN PROGRESS REPORT

Division: Innovation and Organisational Improvement
Director: Jenny Fink
Author/Position: Jenny Fink – Acting 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 second progress update of Council's performance against the Council Plan 2017-2021. The period reported is from January 2018 to March 2018 (Quarter 3).

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

At a Special Council Meeting on 16 May 2018, Council noted the review of the Council Plan 2017-2021. Council is required to review the plan annually and as the Plan is still only in its first year, the Council resolved to make no adjustments.

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:

- Opening of the \$4 million Lucas Community Hub;
- Completion of the 2018 Active Women and Girls' Strategy;
- Development of the Supported Social Connections Programs; and
- Redevelopment and opening of City Oval.

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 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 2017/18 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 2017 18 web **[9.5.1]**



CITY OF BALLARAT
COUNCIL PLAN
Progress Report, Quarter 3 2017–18





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 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 2, 3 or 4 yearly cycle. In many cases comparative data does not exist yet.

WHAT WE PLAN TO ACHIEVE

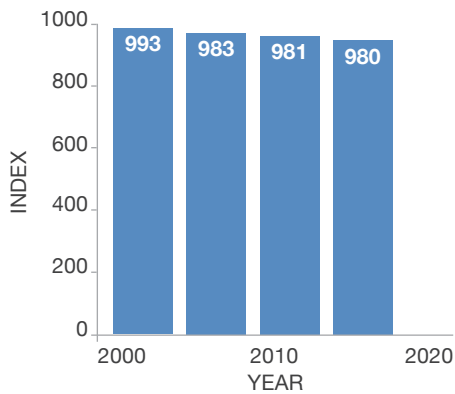
GOAL: LIVEABILITY

Improve Our Community's Quality of Life

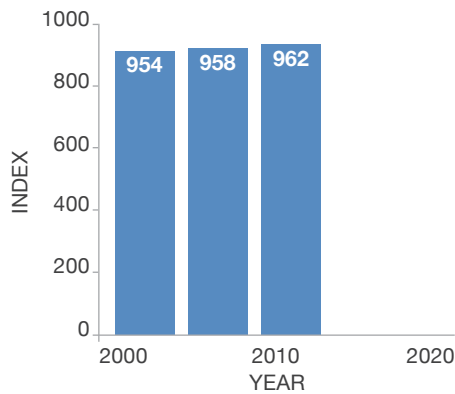
We will provide inclusive and accessible public spaces; quality services; and opportunities for our community to participate, feel safe and be active and healthy.

How we are tracking:

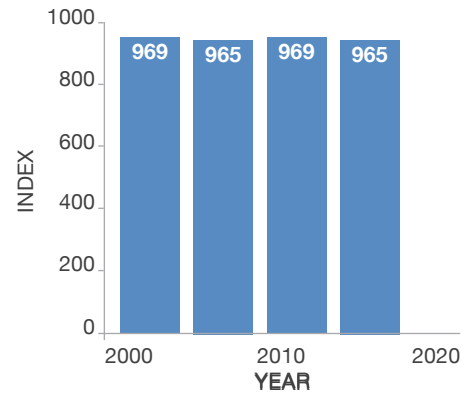
The Index of Relative Socio-Economic Disadvantage (IRSD)
(Economic and social conditions of Ballarat households)



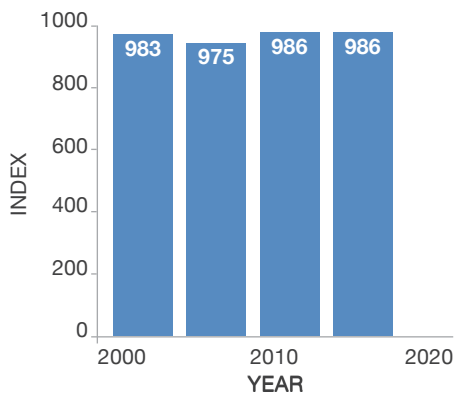
The Index of Economic Resources (IER)
(Income and wealth of Ballarat households)



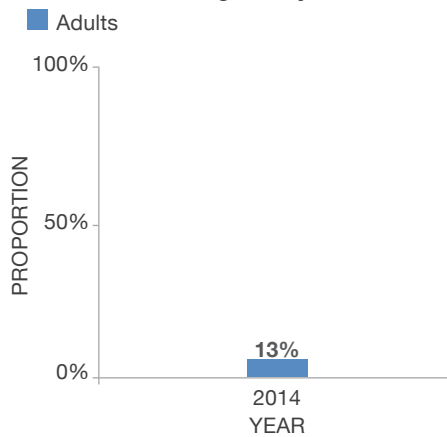
The Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)
(Economic and social conditions of Ballarat households - both advantage and disadvantage)



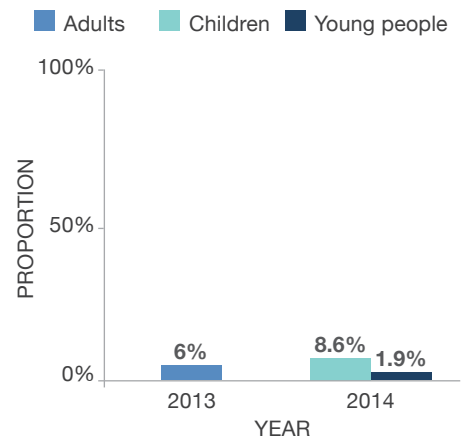
The Index of Education and Occupation (IEO)
Ballarat - Decile 6



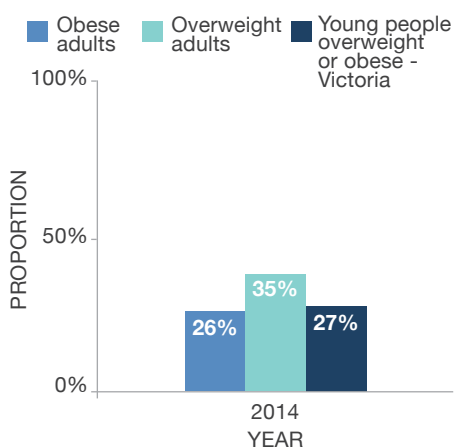
Proportion of adults, children and adolescents who consume sugar sweetened beverages daily



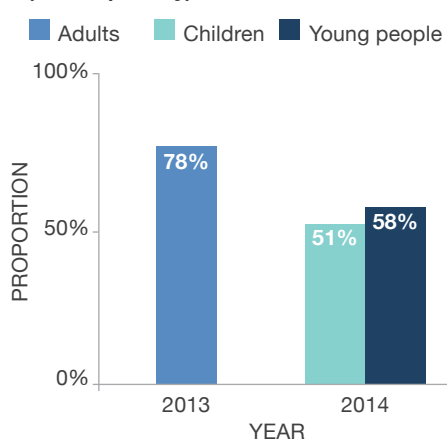
Proportion of adults, children and adolescents consuming sufficient vegetables (serves per day)



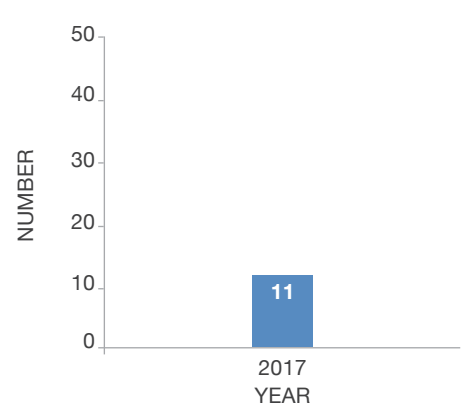
Proportion of adults, children and adolescents who are overweight or obese (self-report)



Proportion of adult, children and adolescents consuming sufficient fruit (serves per day)



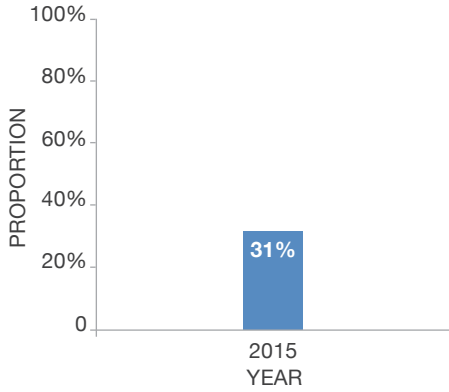
Number of local organisations registered for the Cancer Council Achievement Program and working towards physical activity benchmarks



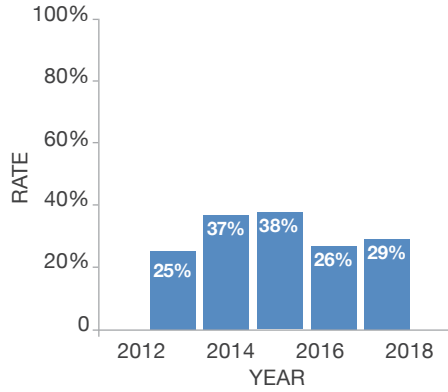
GOAL: LIVEABILITY

How we are tracking:

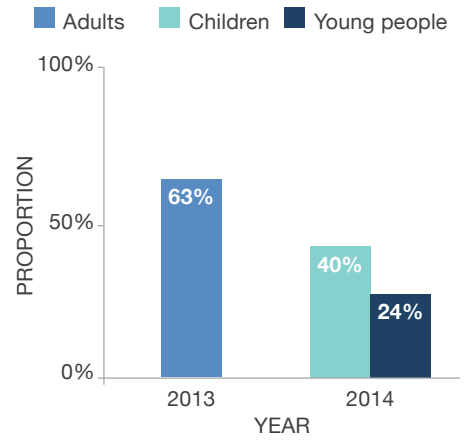
Proportion of people participating in organised sport



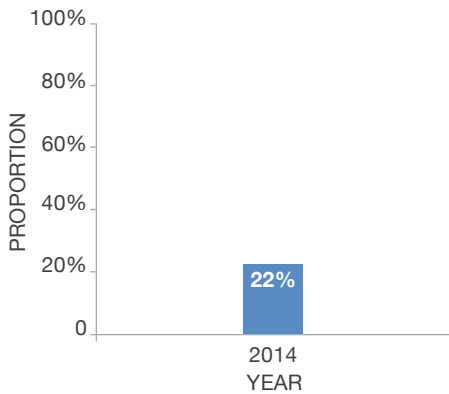
Participation rate for the Walk to School Program



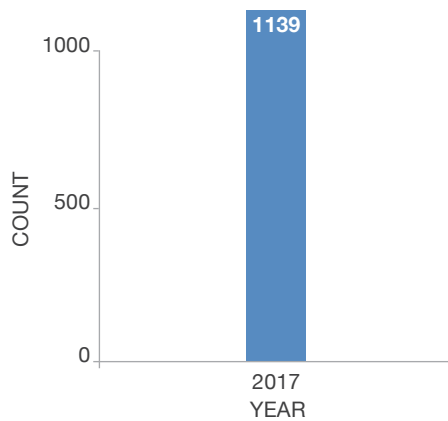
Proportion of adults, children and adolescents who are sufficiently physically active



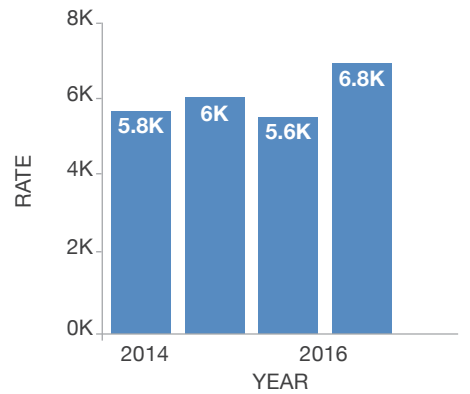
Proportion of adult population sitting for more than eight hours per day on an average weekday



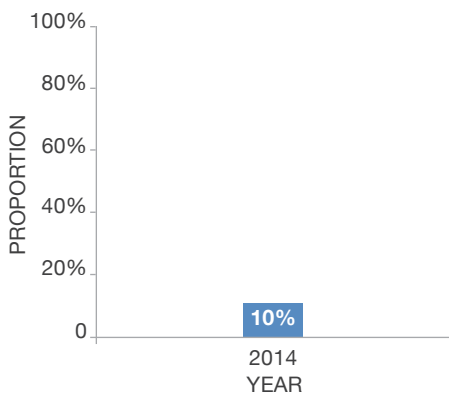
Annual bike count



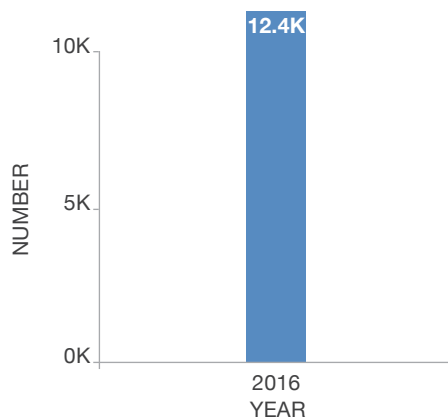
Number of people participating in Active April



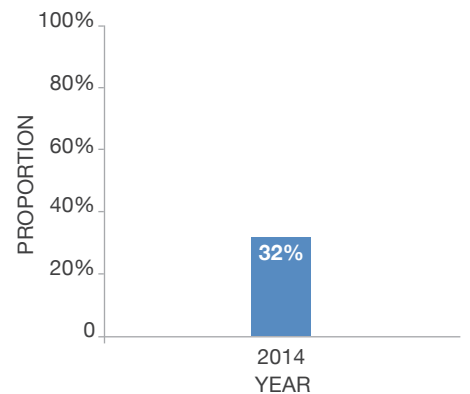
Proportion of adult population sitting for more than eight hours per day on an average weekend



Number of people accessing emergency food relief



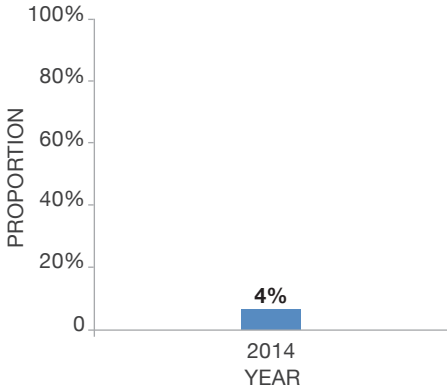
Proportion of adults who walked for transport for trips longer than 10 minutes during the preceding week



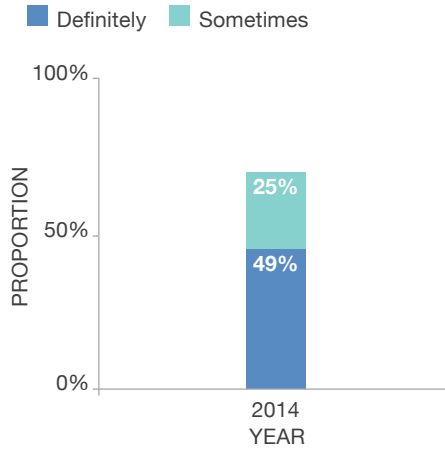
GOAL: LIVEABILITY

How we are tracking:

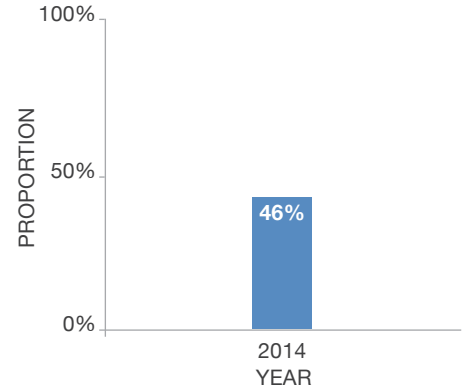
Proportion of adults who cycled for transport for trips longer than 10 minutes during the preceding week



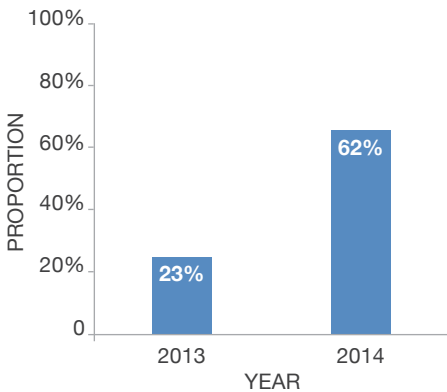
Proportion of adults who are able to get help from neighbours if needed



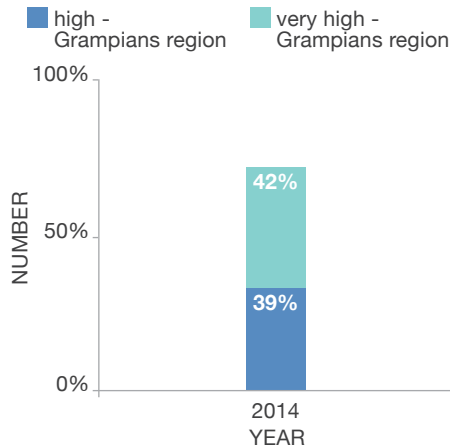
Proportion of adults who think multiculturalism definitely made life in their area better



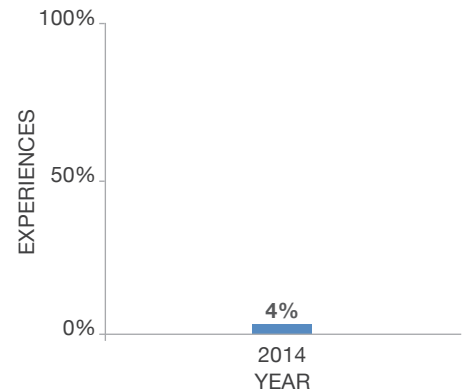
Proportion of children and young people who use electronic media more than two hours per day



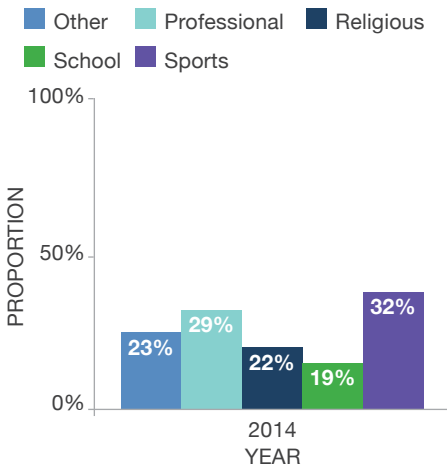
Average extent that adults report that their life is worthwhile



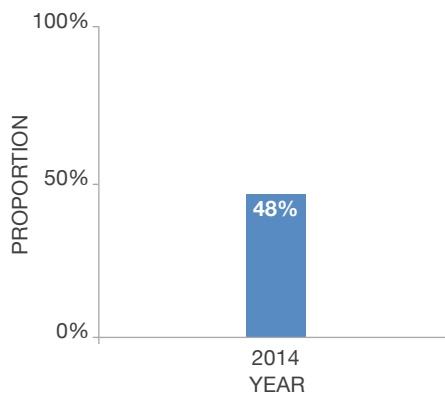
Experiences of racism



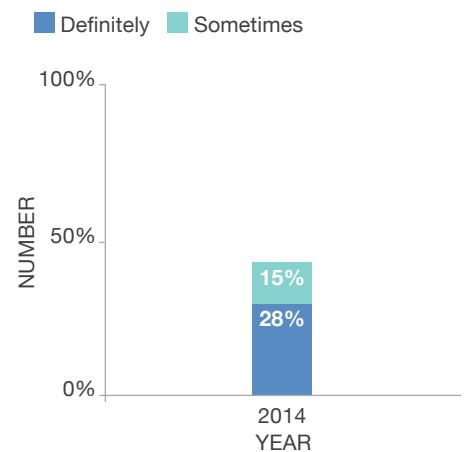
Proportion of adults who belong to an organised community group



Proportion of adults who feel valued by society



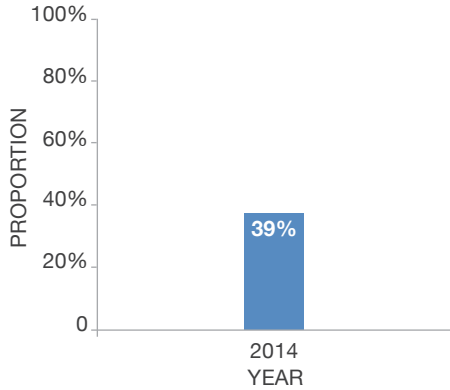
Proportion of adults who volunteer



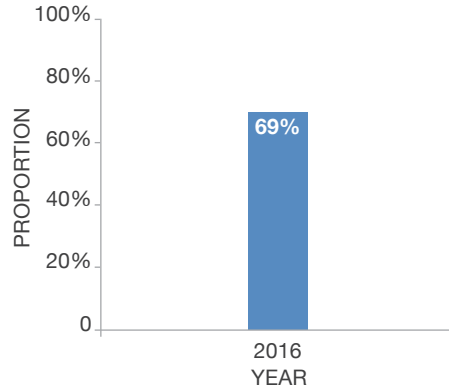
GOAL: LIVEABILITY

How we are tracking:

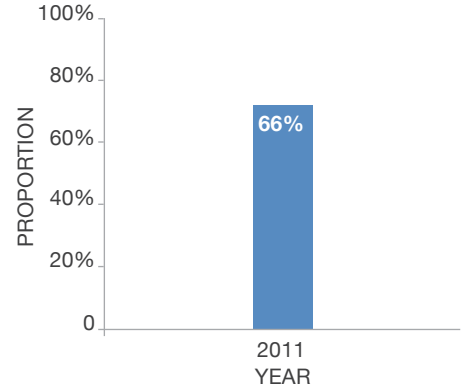
Proportion of adults who feel there are opportunities to have a real say on important matters



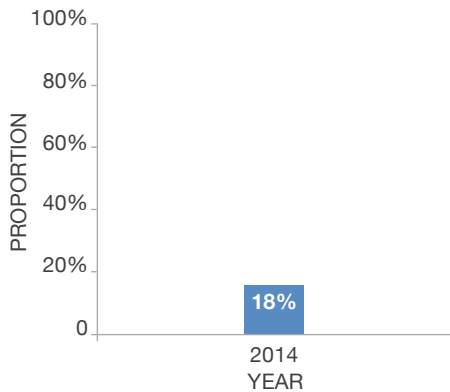
Proportion of adolescents with a high level of resilience



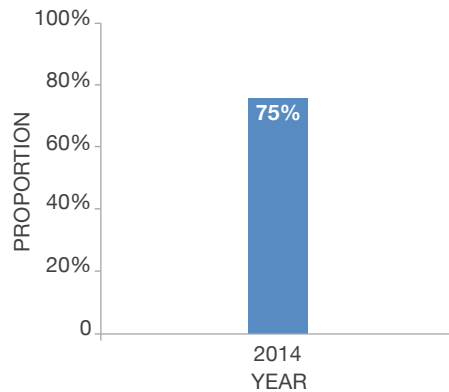
Proportion of adults who attend or participate in a cultural or arts event



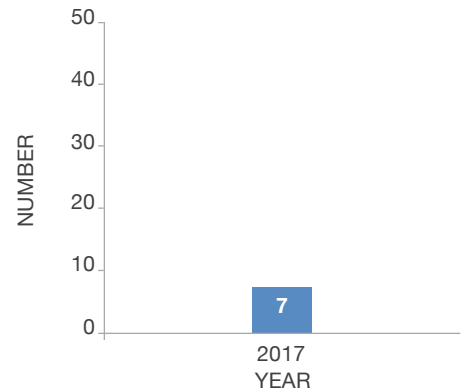
Proportion of adults with high or very high levels of social isolation



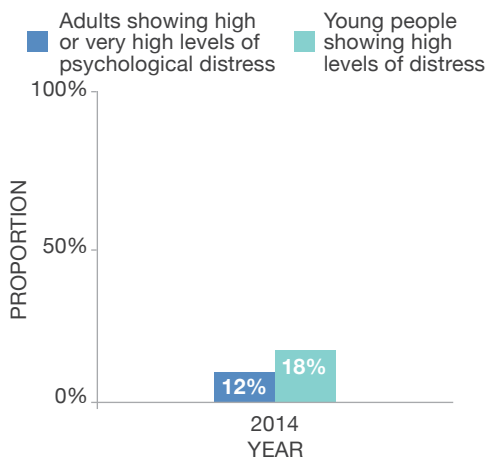
Proportion of young people who report having a trusted adult in their lives



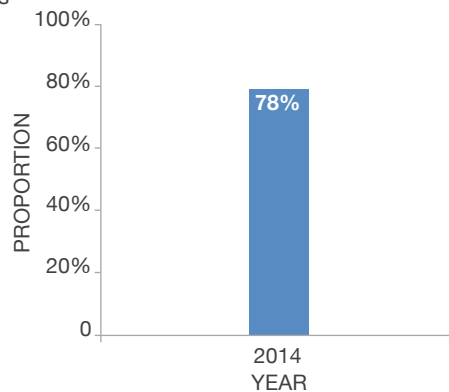
Number of local schools and workplaces registered for the Cancer Council Achievement Program and working towards benchmarks for improved mental health



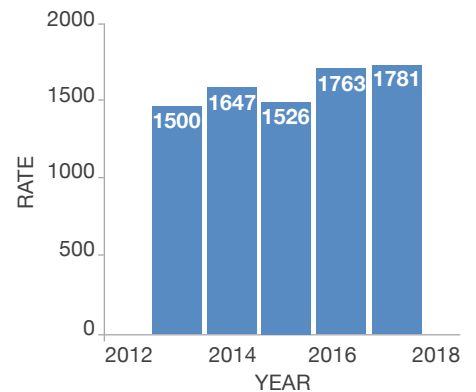
Proportion of adults and young people with psychological distress



Proportion of young people who are satisfied with the quality of their life



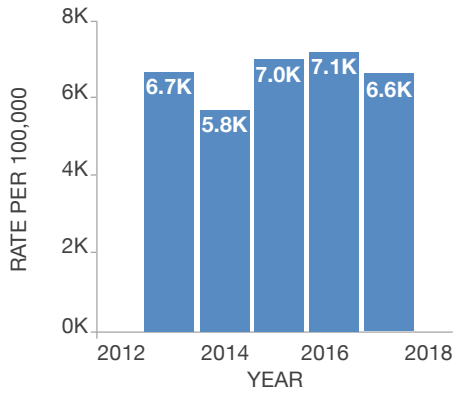
Rates of crime against the person
nb: first date is 2013



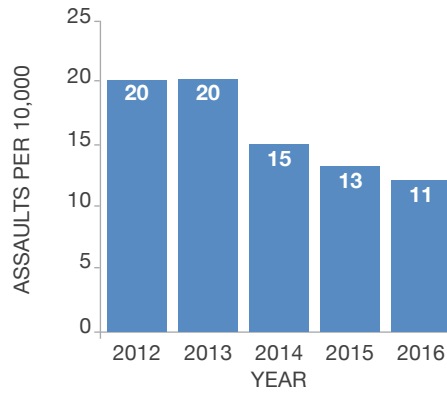
GOAL: LIVEABILITY

How we are tracking:

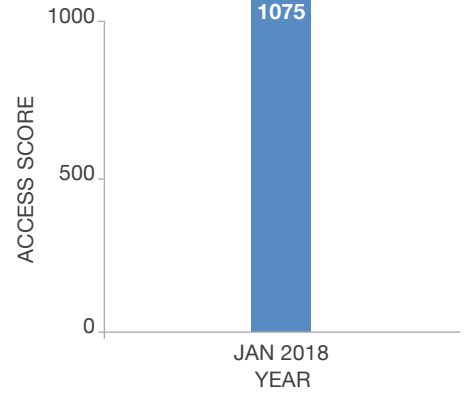
Rate of property and deception offences
nb: first date is 2013



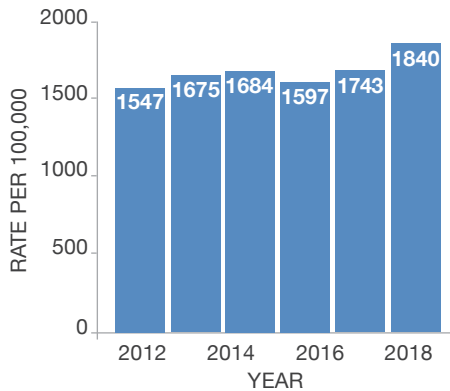
Assaults that occur in high alcohol hours



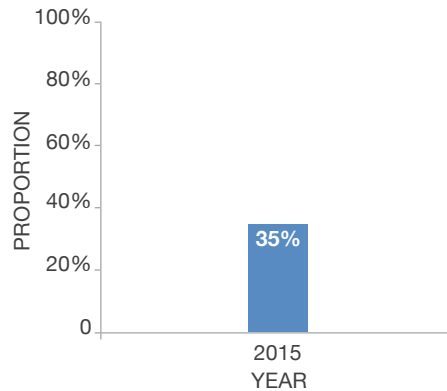
How many people accessed the My Aged Care system



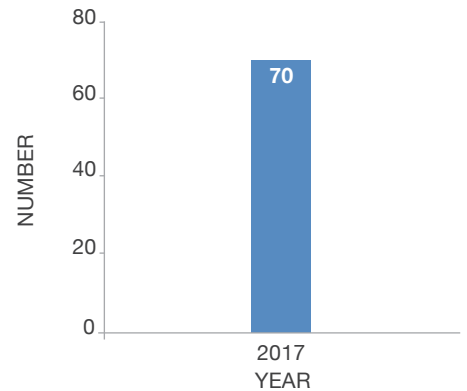
Rates of family violence



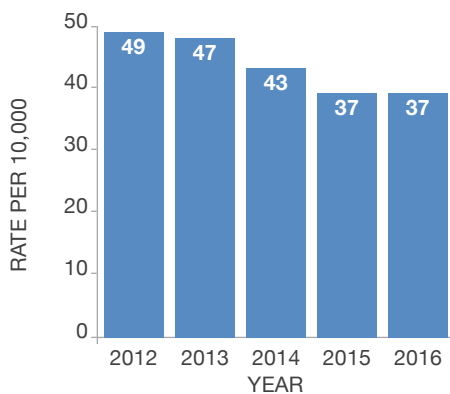
Low gender equality in relationship scores



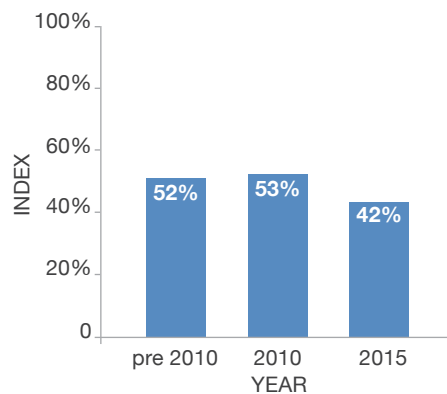
Number of local organisations which are members of CoRE (Communities of Respect and Equality)



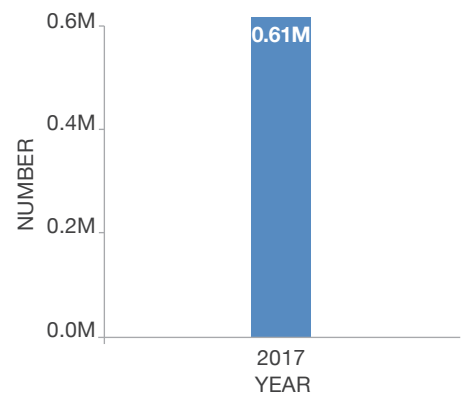
Rates of alcohol related family violence incidents



Proportion of adults who feel safe walking alone in their local area after dark



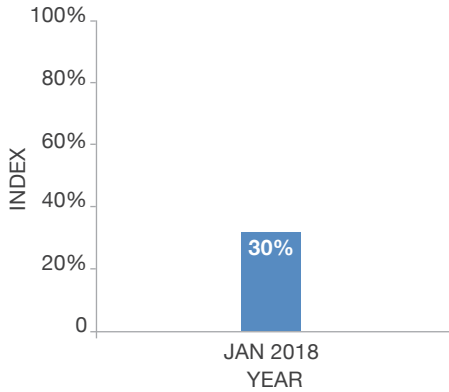
Number of attendees at aquatic facilities in the calendar year



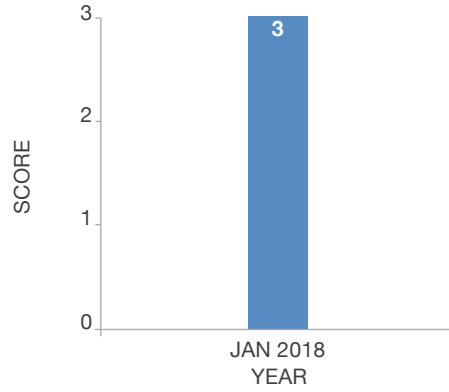
GOAL: LIVEABILITY

How we are tracking:

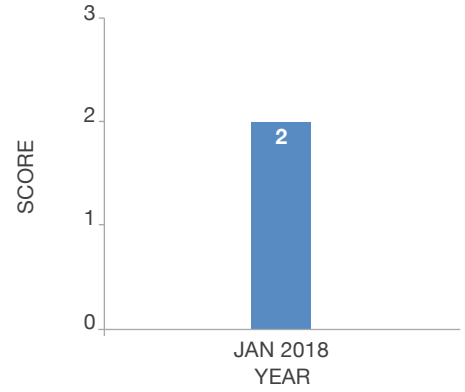
Percentage of people surveyed who feel there is adequate accessibility to support for older people



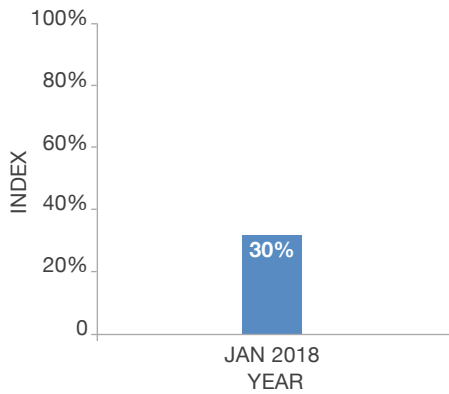
The number of Supported Social Connections Programs developed



The number of external older person program providers Council has partnered with













Percentage of residents who are confident that accessing the My Aged Care pathway enables them to remain independent
















WHAT WE HAVE DONE









FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
<p>Strengthen our city by making Ballarat a people and all age friendly city via improved access, participation, inclusion and respect-based projects and programs</p>	<p>Improved access, participation, inclusion and respect-based projects and programs conducted</p>	<p>In progress</p> 	<p>The Community Inclusion team facilitate and deliver projects and programs to improve access, inclusion and participation across our city. These include Council's Disability Advisory Committee, Ballarat Dementia Alliance representation and strategic support to Ballarat's senior citizens clubs and various other seniors' interest groups. Council also hosts the Ballarat Senior of the Year Awards, coordinates the Ballarat Seniors Festival and organises events around the International Day for People with Disability and Victorian Human Rights Week. Council has supported community-led programs to raise awareness of people living with dementia, including the Love and Dementia Symposium, Bigger Hearts Program and the Circle of Love and 100 Stories film projects. Council has also supported the continued Victoria Park Inclusive Play-Space improvement and the increase in adult changing facilities accessibility, including a Mars Stadium mobile changing facility. Council has recently been awarded the Community Based Initiative of the Year Victoria and Tasmania through Parks and Leisure Australia's Awards for Excellence for the Memory Atlas Project.</p>










FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
<p>Increase community participation through the implementation of the Social Infrastructure Program including projects at:</p> <ul style="list-style-type: none"> • Ballarat North Community Hub • Brown Hill Community Hall • Sebastopol Community Hub • Miners Rest Community and Sports Facility • Lucas Community Hub • Girrabanya Integrated Community Hub 	Ballarat North Community Hub project complete	In progress 	Plans for the Ballarat North Community Hub have been finalised. The project design was developed by Peter Thompson Architects through community consultation with the Ballarat North Community Centre Committee and user groups. The tender has been awarded to Masterson Builders with works commencing in May 2018.
	Brown Hill Community Hall project complete	In progress 	Plans for the Brown Hill Hall upgrade have been finalised and the tendering process commenced. Works proposed at the Humffray Street South location include a new access ramp and foyer, as well as upgraded toilet facilities at the rear of the building. The design for this project was developed by Content Studio Architecture and Design in close consultation with the Brown Hill Hall Committee and user groups.
	Sebastopol Community Hub project complete	In progress 	The Sebastopol Community Hub project commenced construction in November. Completion of the project is expected by October/November 2018.
	Miners Rest Community and Sports Facility project complete	In planning 	Documentation was prepared and exhibited as part of a delegation to Spring Street in November 2017.
	Lucas Community Hub project complete	Complete 	Lucas Community Hub is now open to the community, with a range of services commencing in January, including a library, Maternal and Child Health services and a kindergarten. Community rooms are also able to be booked by community groups. An opening was held on 18 April 2018 with a Welcome to Country, Smoking Ceremony and the official building opening by Early Childhood Education Minister, the Hon. Jenny Mikakos, and Ballarat Mayor Cr Samantha McIntosh.
	Girrabanya Integrated Community Hub projects complete	In progress 	Construction commenced on site at Girrabanya Integrated Children's Centre in April 2018, with completion expected in early 2019. Lucas Community Hub officially opened. Projects at Mount Pleasant Kindergarten and Bonshaw Early Learning Centre are underway.
<p>Use community partnerships to create healthy and safe community places, and open spaces for passive recreation including:</p> <ul style="list-style-type: none"> • A district-level park and inclusive play space at MR Power Park in Sebastopol • An open space physical activity hub at Mount Pleasant Reserve • A health and wellbeing precinct at the Wendouree Recreation Reserve 	A district-level park and inclusive play space at MR Power Park in Sebastopol project complete	In progress 	State Government 2018/19 Community Sports Infrastructure Fund program funding confirmed. Funding agreement signed. Project in progress with commencement in July 2018.
	An open space physical activity hub at Mount Pleasant Reserve project complete	In progress 	Installation of public toilets complete, play space relocated, shelter installed, concrete slab down for BBQ, and significant tree removal completed.
	A health and wellbeing precinct at the Wendouree Recreation Reserve project complete	In progress 	Public Safety Infrastructure Project officially launched on 24 April 2018. Further master plan process agreed with community to commence in June 2018. Further project implementation on site now subject to additional funding.







FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop the social capacity of our senior residents by: <ul style="list-style-type: none"> • Building the self-confidence and independence of residents with complex needs (such as dementia) and their carers • Developing supported social connections programs which encourage residents to be involved • Partnering with external Older Person Program providers to ensure a sustained access pathway for our senior residents • Working with internal and external partners to ensure infrastructure accessibility at all places and spaces. Providing civic leadership to support senior residents to take advantage of opportunities • Services to meet their needs via the My Aged Care system 	Survey of the self-confidence and independence of residents with complex needs (such as dementia) and their carers	Complete 	Survey completed in April 2018 with 1,138 respondents.
	Supported social connections programs developed	Complete 	Planning completed, programs rolled out.
	Infrastructure accessibility at all places and spaces	In progress 	Internal and external partner networks have met as part of the Growing Older Well in Ballarat Project - 18 external partners identified and 11 internal partners. Age Friendly Communities Standards have been distributed. Training related to standards planned for June 2018.
	Survey on the civic leadership provided by City of Ballarat to support senior residents to take advantage of opportunities	Complete 	Survey and community consultations undertaken March 2018. Further 'theme' panel consultations to occur throughout next quarter.



FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
<p>Develop a learning city by delivering targeted programs and projects including:</p> <ul style="list-style-type: none"> • Construction of the Sebastopol Library and Community Hub • Development of the Library Community Hub of the Future in the Ballarat CBD • Preparation of a feasibility study for the Wendouree Library and Community Hub • Participation in the Intercultural Cities program • Bridging the digital divide • Youth entrepreneur programs 	Sebastopol Community Hub complete and operational	In progress 	The future Sebastopol Library and Community Hub will offer a range of lifelong learning programs for Sebastopol and surrounds, as well as maternal and child health services. A calendar of programs will be released prior to opening.
	Development of a vision and feasibility study for Library Community Hub of the Future in the Ballarat CBD complete	In planning 	A feasibility study will be carried out to determine space and redevelopment requirements of the current Ballarat CBD library.
	Feasibility study for the Wendouree Library and Community Hub complete	In planning 	A feasibility study will be carried out to determine a suitable future location for the Wendouree Library and Community Hub. An expression of interest for this study will be advertised in August/September 2018.
	Direct participation in the Intercultural Cities program through learning programs and targeted projects	In progress 	Progress will be reviewed by the successful delivery of various programs as stipulated in the Intercultural City Strategic Plan's yearly Performance Plan, including the Reconciliation Action Plan. Review will be substantiated based on 10 Intercultural City indicators: Welcoming, Intercultural Lens, Media, International Outlook, Commitment, Language, Intelligence and Competence. The Intercultural Strategic Plan 2018-2021 was presented to council for endorsement on 23 May 2018.
	Attendance in digital competency classes across City of Ballarat libraries	In progress 	A program that assists in building digital literacy skills has been developed for the City of Ballarat libraries' digital hub services and is available free of charge for members of the public. Learning and community hubs will take advantage of several funding opportunities to ensure the continuation of this program.
	Youth entrepreneur programs developed and delivered	In progress 	Youth Entrepreneur 'Boot Camp' delivered in August/September 2017. Planning commenced to deliver 2018 'Inspiration Day' and strengthen mentor program.
Improve community safety through initiatives such as urban design, public awareness and CCTV	Completion and evaluation of community safety projects	In progress 	State Government's Public Safety Infrastructure Fund announced.

FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
<p>Create a new Municipal Health and Wellbeing Plan and implement key actions including:</p> <ul style="list-style-type: none"> • Develop a regional health charter in partnership with other local LGAs • Create a Social Policy Framework that articulates Council's position on key social issues (alcohol, gaming and affordable housing) • Implement a Council Food Policy 	Regional health charter developed	In planning 	The recently announced State Government funding for a regional 'Prevention Lab', which has been driven through the Central Highlands Regional Partnership, will deliver a "new prevention platform and coalition for action" and a "new and innovative place-based Local Government Regional Initiative". It is thought these strategies will provide opportunities for a regional health charter and this will be determined as the project rolls out over the next 12 months.
	Social Policy Framework created	In progress 	Background research to review other examples of social policy frameworks, and project plan development and timelines has commenced. Policy is in development.
	Council Food Policy implemented	In progress 	Engagement of project partners and background research to inform the policy's development has commenced. Policy is in development.
<p>Increase participation across all genders and sporting codes by continuing investment in the City's recreational assets such as:</p> <ul style="list-style-type: none"> • Completion and programming of Eureka Stadium • City Oval redevelopment • Eastern Oval Stage 2 redevelopment • Ballarat Sports and Events Centre completion • White Flat Recreation Reserve Master Plan and developing the reserve as Ballarat's home of women's football • Wendouree West Recreation Reserve Master Plan including Forest Rangers Soccer Club soccer pitch and lighting upgrade 	Mars Stadium project complete	Complete 	Mars Stadium has already hosted two AFL matches and one AWFL game, with another AFL match to be held this year. The venue also hosted several community-level events in 2017. Future planning for Mars Stadium Stage 2 is continuing in conjunction with the State Government.
	City Oval redeveloped	Complete 	The upgraded facility was officially opened on Saturday 5 May 2018. The improvements included a full ground re-development consisting of a sand based sub-surface, new drainage and irrigation, ground arena fencing and external spectator amenity improvements. New semi-professional match standard lighting was also installed.
	Eastern Oval Stage 2 redeveloped	In progress 	In conjunction with the State Government, the following improvements will be completed by the end of the current financial year: ground re-surfacing, new turf practice wickets and new female friendly change facilities. The first stage of the project, including upgrades to the playing surface and change facilities, has been completed with an official opening on 28 April 2018.
	Ballarat Sports and Events Centre complete	In progress 	Building began in February 2018. The Wendouree Cricket Club cricket nets have been re-located as the first part of the works. Building works have begun to deliver the Ballarat Sports and Events Centre and are on schedule for completion in July 2019. Council has also awarded the new facility's management rights to the Ballarat Basketball Association.
	White Flat Recreation Reserve Change Rooms and Lighting Upgrade	In planning 	Council has received a funding agreement from the State Government and has subsequently begun detailing the White Flat upgrade program's final scope. The lighting upgrade is currently being completed while a change facility upgrade is in the final planning stage. The aim is to have female-friendly change facilities available for the 2019 football season.

FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
	Wendouree West Recreation Reserve Master Plan including Forest Rangers Soccer Club soccer pitch and lighting upgrade project complete	In planning 	Advocacy work to promote this project's benefit is continuing. Council is working with the Ballarat and District Soccer Association to develop a facilities plan to improve soccer club facilities across the municipality over the next four years. As part of this plan, improvements to the Forest Rangers facility is slated for Financial Year 2020–21.
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 planning 	There is significant advocacy for this plan leading into the 2018 State election to seek funding for a community facility and upgrades to soccer pitches and lighting. Council's Sports and Active Living unit is also collaborating closely with the Victorian School Building Authority during planning and construction of a new P-6 school at Lucas to explore opportunities for a shared school/community sports facilities to be developed. The school is slated for completion in 2020.
Plan for sport participation over coming decades by reviewing the following strategies: <ul style="list-style-type: none"> • Ballarat Recreation and Active Living Strategy • Active Women's and Girls Strategy • Play Space Strategy • Ballarat Regional Tennis Strategy • Ballarat Criterion Cycling Project 	Ballarat Active Living Strategy reviewed	In planning 	In accordance with the new State Government Active Victoria strategy, Council will review and update its Sport and Recreation Strategy to be renamed Active Ballarat. Budget for this has been allocated for 2018–19. An initial document review is being conducted.
	Active Women's and Girls Strategy reviewed	Complete 	The City of Ballarat formerly adopted its Active Women's and Girl's Strategy at the Council meeting on 4 April 2018. Plans are being considered for a major launch of the Strategy later in the year.
	Play Space Strategy staged implementation program reviewed	In progress 	Several projects identified and prioritised for completion in 2018. Annual budget and works programming scheduled. Planning for new recreation youth space is being developed.
	Ballarat Regional Tennis Strategy reviewed	In planning 	Council will work with Tennis Victoria to develop a tennis plan that includes detailed planning for a Ballarat Regional Tennis Centre upgrade. Detailed design work is about to begin and is scheduled for completion in November 2018.
	Ballarat Criterion Cycling Project reviewed	Not started 	Council continues to work closely with Sebastopol Cycling Club to ensure provision of quality Victoria Park criterium facilities. Council has invested considerably in upgrading the existing track. Future plans will be considered in consultation with local stakeholders and through the Victoria Park Master Plan implementation.
Provide positive leadership to promote Ballarat as a Child Friendly City: <ul style="list-style-type: none"> • Through our commitment to seek input from children in the decisions that will impact them in the future • By providing high quality information to assist families to access services and support in their local community 	Opportunities created for children to participate in decision making	In progress 	Continue to promote across Council the importance of children's voices in decision making. In the last quarter, children attending 'pop-up' Parent Place at the Begonia Festival were asked two questions: - What would make Ballarat great fun for kids? - What do you care about in Ballarat? We learnt that children enjoy many things about Ballarat including the water parks, the lake and flowers, and children care about their family in particular. The Child Friendly Ballarat Advisory Committee continues to advocate for the voices of children to be considered in decision making processes.
	Information provided to assist families to access services and support in their local community	In planning  274	Development of communications plan and continuing to update key information to ensure families are provided with, and have easy access to, services to support them in their parenting role.

FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
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 	Gender Equity Committee formed and Act@Work program underway for staff gender awareness training. Public events delivered as part of International Women's Day and Gender Equity Action Plan in development stage.
Develop the capacity of our youth through a Positive Youth Development model by providing: <ul style="list-style-type: none"> • Learning and development approaches that are effective in achieving successful outcomes for young people • An inclusive ethos where leadership and decision making practices engage young people and are valued, respected and used to contribute to building a better Ballarat • Volunteering opportunities to engage young people to learn and contribute to our community • Partnerships and social networks that connect youth to community planning, programs and initiatives • Ethical promotion of youth through positive images, role models and stories about young people to the community 	Learning and development programs delivered	In progress 	Numerous learning and development programs have been delivered. In addition to volunteer programs, other examples include photography workshops, various arts programs, change making and first aid training. Community "Pitch Up" project delivered to students at two alternative learning settings, third program to be delivered in May - June 2018. DHHS funding has also been obtained to deliver five life skill workshops per year in partnership with community agencies. Planning began in May 2018 for workshops.
	Leadership and decision making practices developed	In progress 	Programs have been youth-informed and led. Examples include Youth Council, FReeZA music and cultural events program, Youth Awards, Harmony Fest, Rock the Block and a National Youth Week funding application. There has also been youth involvement in the Regional Assembly and the Youth Council planned and delivered Victorian Youth Week. Rock the Block also engaged community youth in the planning and delivery of a community event to over 110 people.
	Youth volunteering opportunities created	In progress 	Youth Council and FReeZA volunteer programs delivered so far in 2018 to 45 young people. Volunteering opportunities have been planned and delivered, including a Victorian Youth Week event and music and cultural events. Rock the Block included broader volunteer opportunities for the community linked to event management and delivery. This involved 46 volunteers from the community, including agencies and schools.
	Involvement of young people in planning, programs and initiatives	In progress 	Youth volunteer programs involved consultation opportunities, including with the Regional Assembly, Council plans (eg Health and Wellbeing, Harmony Fest). There has also been planning of individual volunteer programs while Youth Council and FReeZA are youth-led. Significant youth-led events delivered so far this year include Rock the Block for Harmony Fest and the Victorian Youth Week event.
	Promotional activities of youth conducted	In progress 	Youth Awards recognition event was delivered in October 2017. Youth Council to begin planning for the 2018 awards. The Youth Council reached the semi-finals of the Victoria Young Achievers Award. There has also been regular promotion through media releases and myBallarat for youth programs, such as the Wildlife Rescue Bags, youth homelessness initiatives and National Youth Week.

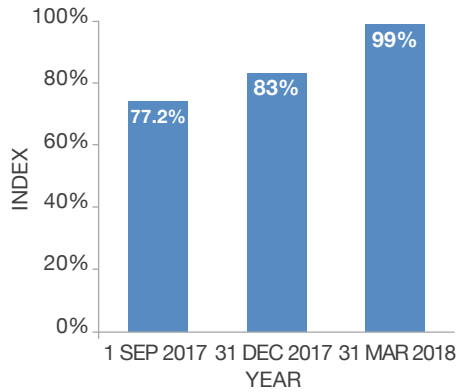
GOAL: PROSPERITY

Advance our economic position as the capital of Western Victoria

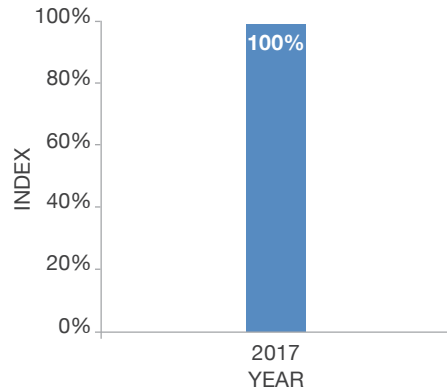
We will deliver activities and projects that are worthy of our position as the capital of Western Victoria; we will capitalise on this leadership to drive jobs and investment across the region.

How we are tracking:













Percentage of the time planning permits are finalised within the 60 day timeframe.






% of programmed major and community events delivered

















WHAT WE HAVE DONE

FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete Civic Hall Hub Precinct redevelopment	Civic Hall Hub Precinct redevelopment complete	In progress 	Internal renovations of the hall are underway and due for completion by the end of the year.
Market the unique character and identity of Ballarat to drive investment	Ballarat marketing activities conducted	Complete 	Economic Development unit has marketing collateral which is used to regularly market the city to new businesses and investors. Attendance and strong marketing presence, including keynote address by Mayor at Manufacturing Showcase at Sydney Showgrounds - May 2018
Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs	Ballarat Economic Program implemented	In progress 	The Economic Development Team has been delivering on the Ballarat Economic Program in the area of Growth and Economic Transformation, by actively contributing to strategic planning initiatives focused on the Wendouree Station Precinct, Ballarat East and the Health and Knowledge Precinct. Working with the Bridge Mall Traders Group regarding the potential redevelopment of the Bridge Street Mall and partnering with the AIG Group to deliver the Victorian Regional Manufacturing Program for Ballarat.
Generate CBD jobs by: <ul style="list-style-type: none"> Advocating for 1,000 jobs at the Civic Hall Precinct Developing and implementing a Bakery Hill Master Plan and renewing key sites Advocating for the Ballarat Railway Station Precinct development and Lydiard Street bus interchange Developing and implementing an Arts Precinct Master Plan 	Securing 1,000 jobs at the Civic Hall Precinct	Complete 	State Government committed to the development of GovHub in Ballarat bringing 1,000 jobs to the CBD. Planning underway and works to begin in September 2018
	Bakery Hill Master Plan and renewal of key sites implemented	In planning 	Scoping and planning underway for Bakery Hill Master Plan, with public process to commence mid 2018.
	Advocacy for the Ballarat Station Precinct development and Lydiard Street bus interchange undertaken	Complete 	Construction underway for Ballarat Station Precinct redevelopment. Planning is well underway for a bus interchange within the precinct. Council is an active participant in redevelopment discussions, providing ongoing advocacy.
	Arts Precinct Master Plan implemented (Ballarat Creative City Strategy)	In progress 	Research and community consultation currently being implemented, PCG established and meeting regularly. Due for completion in late 2018.
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 	Strategy has progressed to final design stage and will be ready for Council review and adoption by late 2018.
Implement headline actions from the Ballarat Strategy including: <ul style="list-style-type: none"> Urban Forest Strategy Growth Front Plan 10 Minute City (Cycling Action Plan) Lake Wendouree Master Plan including lighting around the lake 	Urban Forest Strategy implemented	In progress 	Urban Forest Discussion Paper released 2017. Draft plan to be prepared late 2018.
	Complete Ballarat Long Term Growth Options Investigation Plan	In progress 	Stakeholder and community consultation is planned for mid 2018. Ballarat Long Term Growth Options Investigation Plan in progress. Expected completion and report to Council by mid 2018
	10 Minute City (Cycling Action Plan) implemented	In progress 	\$9.3m of funding secured from Transport Accident Commission via VicRoads. Projects currently in the delivery phase.
	Lake Wendouree Master Plan implemented	In progress 277 	Lake Wendouree Master Plan developed and adopted by Council. Implementation underway, including funding application lodged for lighting the Steve Moneghetti track

FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete township plans for Miners Rest, Buninyong and Warrenheip	Township plan for Miners Rest complete	In progress 	Miners Rest Township Plan Issues and Options Paper and associated community consultation has been completed. Consultation on the draft Township Plan is planned for mid 2018. The draft Township Plan is currently being prepared for community consultation.
	Township plan for Buninyong complete	In progress 	Preliminary discussions have been held with community members to help plan the consultation process. Community consultation will be undertaken throughout development of the Township Plan in the second half of 2018. Background research is underway, including a heritage and landscape character assessment of Buninyong. The Township Plan will be developed and completed in 2018.
	Township plan for Warrenheip complete	In progress 	Community consultation will be undertaken during development of the Township Plan in 2019/2020. Warrenheip Township Plan is planned to be undertaken in the 2019/20 financial year.



FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advance major projects including: <ul style="list-style-type: none"> • Ballarat West Employment Zone future stages • Ballarat Freight Hub • Ballarat Innovation Centre • Waste to Energy Facility • Aviation Emergency Services Innovation Hub • Latrobe Street renewal (current Ballarat Saleyards site) • Her Majesty's Theatre redevelopment • Ballarat Fernery redevelopment • Victoria Park Masterplan 	Ballarat West Employment Zone future stages advanced	In progress 	Lobbying for future stages with State and Federal Government continues.
	Ballarat Freight Hub advanced	In planning 	Currently advocating to attract funding to deliver an intermodal hub.
	Ballarat Innovation Centre advanced	In progress 	Industry consultation and workshops have been conducted. VTT currently working on finalising their recommendations.
	Waste to Energy Facility advanced	In planning 	Background studies and lobbying occurring. Commercialisation plan complete.
	Aviation Emergency Services Innovation Hub advanced	In planning 	Lobbying of State and Federal Governments and continuing to work on planning with ESV. Funding application to be submitted to Federal Government.
	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In planning 	Stage 1 planning currently underway. Preliminary research and project scoping has been completed. Stakeholder and community consultation will commence in the second half of 2018.
	Her Majesty's Theatre redevelopment advanced	In progress 	Detailed design underway. Tender for works in next quarter. Funding application to be submitted for next stages with Federal Government.
	Ballarat Fernery redevelopment advanced	In progress 	Lobbying for additional funding continues. Funding application submitted to Heritage Victoria.
	Victoria Park Masterplan advanced	In progress 	Victoria Park Master Plan adopted 2016. Actions being implemented via Parks and Gardens and Sport and Active Living.
	Strengthen global partnerships and cultural relationships to create investment and job opportunities	Global partnerships in place	Complete 
Adopt and deliver the Heritage Plan using the Historic Urban Landscape (HUL) approach including verandah restoration, A-Hall restoration and upper level reuse projects	Heritage Plan delivered	Complete 	Heritage Plan complete and adopted by Council in early 2018.
Apply for an integrated funding model through the Federal Government's City Deals and Smart Cities programs	City Deals and Smart Cities applications submitted	In progress 	Council sought feedback regarding our unsuccessful funding application in the Federal Government Smart Cities and Suburbs Program to assist our round 2 application planning. We also finalised a Smart Cities Framework to assist Council in this application. Round two applications close in July 2018. Council has also submitted an application to the State Government's LaunchVic program which encompasses elements of our Smart Cities projects.
Develop Ballarat as a leader in adaptive businesses capability, innovative manufacturing, arts and tourism	Number of industry stakeholder Regional and Economic Development Groups Council has representation with	In planning 	The Economic Development Team continues to have constant interaction with relevant stakeholders. The most significant achievement of one of those groups was the opening of the Ballarat Technical School. Council officers have been involved with the Technical School through its inception, planning and opening. Officers continue to guide the facility through committee involvement.
Develop Ballarat as a leader in digital transformation and ICT	Progress of Digital Service Strategy Action Plan	In progress 	A Digital Service Strategy Action Plan has been created with progress well underway. Officers are integrating these actions with Council's new Smart City Framework and LaunchVic program of works (pending successful funding).

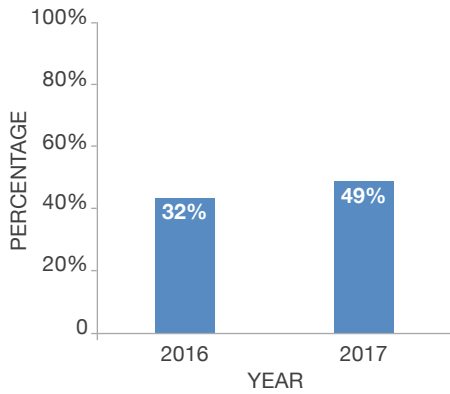
GOAL: SUSTAINABILITY

Protect, maintain and enhance our built and natural assets

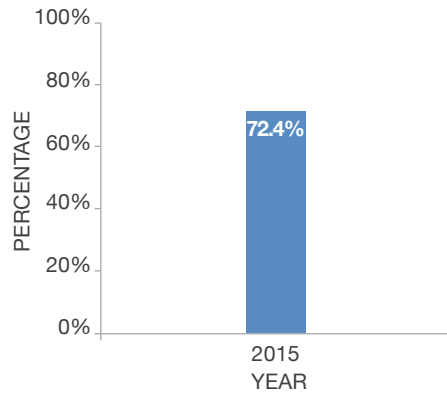
We will plan for growth to ensure our community's infrastructure and natural environment are protected and improved, and our City's connectivity is sustainably enhanced.

How we are tracking:

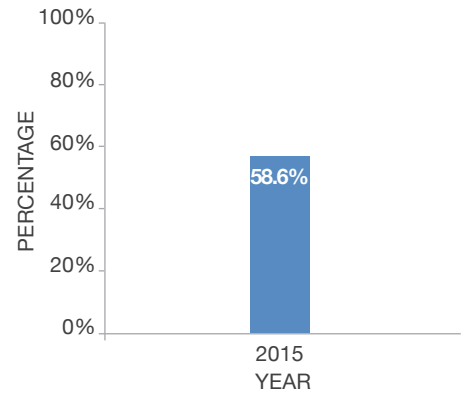
Diversion rate of household kerbside waste from landfill



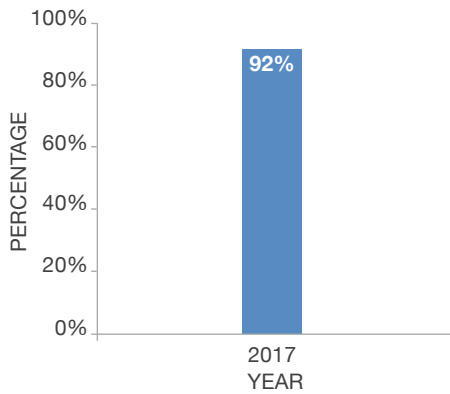
Perceptions of neighbourhood - people are willing to help each other















Perceptions of neighbourhood - this is a close knit neighbourhood









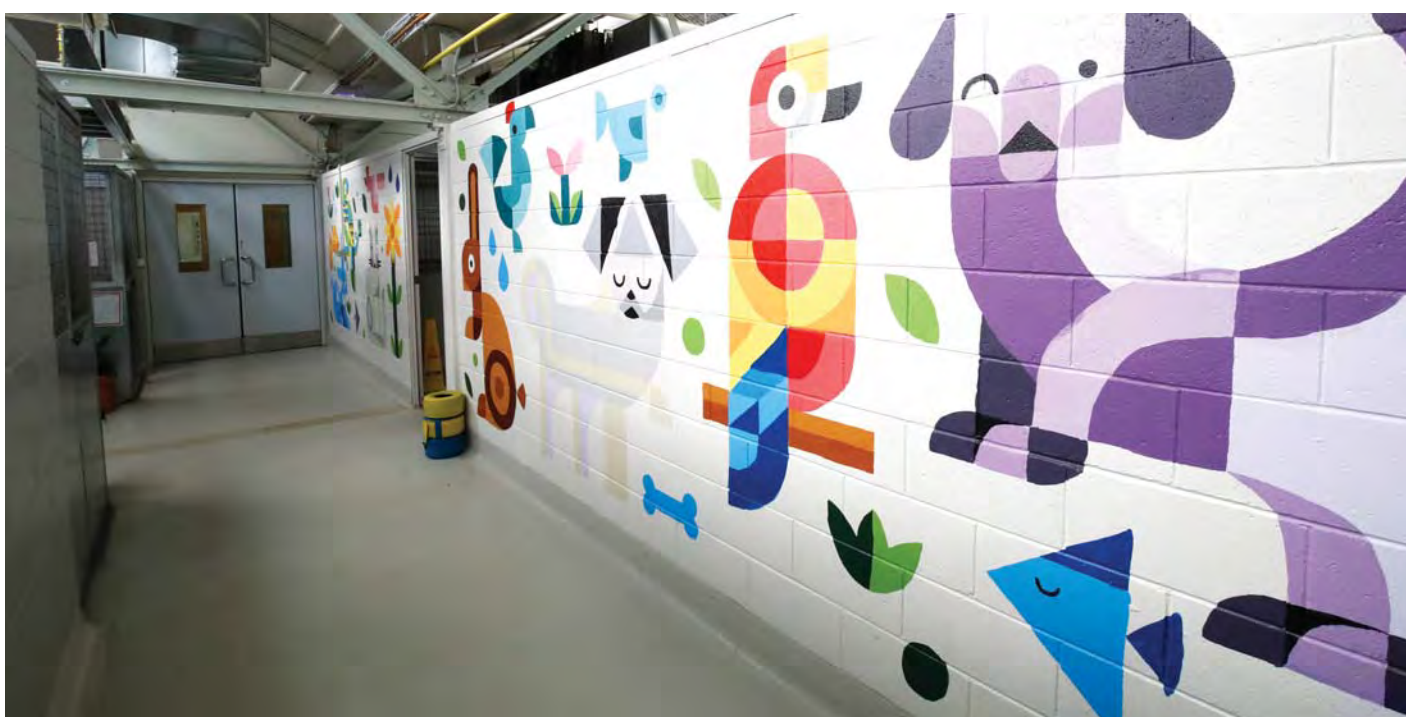
% of annual Infrastructure and Environment Capital Delivery Program completed



WHAT WE HAVE DONE

FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete and deliver the Ballarat Integrated Transport Action Plan	Ballarat Integrated Transport Action Plan delivered	In progress 	Ballarat Integrated Transport Plan (Draft) has been prepared, and currently under review for next steps.
Complete the Ballarat Link Road to the Glenelg Highway	Ballarat Link Road to the Glenelg Highway delivered	In progress 	Stage 1 completed April 2018 with opening ceremony on 23 April 2018.
Deliver enhanced flood protection for Ballarat	Flood protection for Ballarat enhanced	In progress 	Hydrological flood studies for various catchments are completed and progressing. Flood mitigation measures are being completed. Planning Scheme amendment to follow.
Deliver headline actions from the Ballarat Strategy including integrated waste management	Integrated waste management delivered	In progress 	A Draft Waste Strategy was delivered to Council in December 2017. Further public consultation was held in February 2018 and reported back to the Clean Ballarat Committee, with a Council report to follow with recommendations towards adopting the strategy. A Building Better Regions funding submission was completed in January 2018 and the outcome is pending.
Deliver headline actions from the Ballarat Strategy including: <ul style="list-style-type: none"> • Waste to Energy project • Ballarat Integrated Water Management Plan • Renewable Energy Action Plan initiatives • Beautification of entrances and boulevards 	Waste to Energy project delivered	In planning 	Background studies and lobbying occurring.
	Ballarat Integrated Water Management Plan delivered (IWM)	In progress 	Integrated Water Management Plan completed with Central Highlands Water and stakeholders, and implementation working party established. Multiple projects have been prioritised for consideration in the 2018/19 budget. Planning and multiple project prospectus is being fine-tuned for portfolio presentation to the State Government in late 2018.
	Renewable Energy Action Plan initiatives delivered	Not started 	
	Beautification of entrances and boulevards complete	In progress 	Tree planting to be undertaken in Creswick Road median strip and the installation of irrigation and grass for the Victoria Street median strip has commenced and will be completed this financial year.
Deliver a sustainable approach to environmental management for Ballarat by working with community stakeholders: <ul style="list-style-type: none"> • Central Victorian Greenhouse Alliance Action Group • Catchment management and landcare groups • Clean Ballarat • Regional Sustainability Alliance Ballarat 	Central Victorian Greenhouse Alliance (CVGA) Action Group partnership established	In progress 	Working with Central Victorian Greenhouse Alliance to identify heat spots within the city of Ballarat to determine future tree planting locations as part of Council's objective of 40 per cent tree canopy cover. Funding was received for this project, which is being delivered by the CVGA.
	Catchment management and Landcare groups partnerships established	In progress 	Council works with various Friends and Landcare groups including the three catchment management authorities on weed control, litter removal and revegetation work.
	Clean Ballarat partnership established	In progress 	Clean Ballarat committee is meeting regularly to work through Council's draft Waste Strategy and Waste to Energy potential at Ballarat West Employment Zone.
	Regional Sustainability Alliance Ballarat partnership established	In progress 	Council, in partnership with the Central Victorian Greenhouse Alliance, is currently undertaking a study to map urban heat areas to enhance tree canopy cover planning.

FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop and implement climate change adaptation initiatives with targets for emissions reductions	Climate change adaptation initiatives implemented	In planning 	Baseline to be established in carbon strategy currently being developed, with the first progress report due 30 June 2018. Strategy development includes historic data independent review, with a view to presenting a complete historic data set. Multiple investigations are in progress as part of the carbon strategy development, and existing solar PV systems are currently being linked to the data platform.
Develop a state-of-the-art animal shelter for Ballarat and the region	State-of-the-art animal shelter developed	In progress 	We continue to pursue funding opportunities with State and Federal Governments.
Increase the level of government funding for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	In progress 	Council continues to pursue funding opportunities with State and Federal Governments. Funding announcements are pending in terms of road infrastructure and Ballarat Link Road staging funds.
Facilitate a sustainable outcome for the relocation of the Ballarat Agricultural and Pastoral Society	Ballarat Agricultural and Pastoral Society relocated	Complete 	A five-year strategic partnership has been signed with the Ballarat Agricultural and Pastoral Society to assist in a relocation to Federation University's Mt Rowan campus.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In planning 	Various friends, Landcare and catchment management groups consulted toward enhancing waterways through tree planting and weed removal. Need to develop an overall water enhancement plan with actions.
Advocate for improvements and investment in sustainable transport including rail and electric vehicles	Advocacy for improvements and investment in sustainable transport undertaken	Complete 	\$9.3m of funding sought and received from the Transport Accident Commission via VicRoads for investments in cycling and walking (active transport) infrastructure in Ballarat.



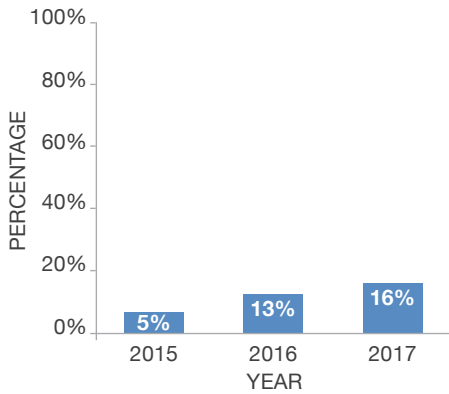
GOAL: ACCOUNTABILITY

Provide strong and decisive leadership, and transparent governance

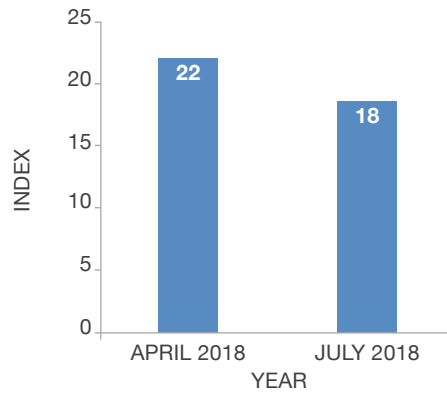
We will provide open and transparent decision making, and lobby and improve our relationships with all levels of government to enhance our ability to deliver key projects and initiatives.

How we are tracking:

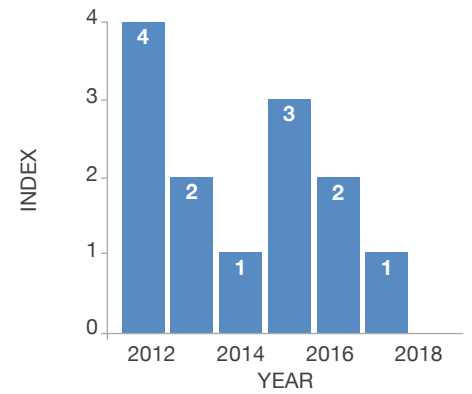
Percentage of Council decisions made in camera



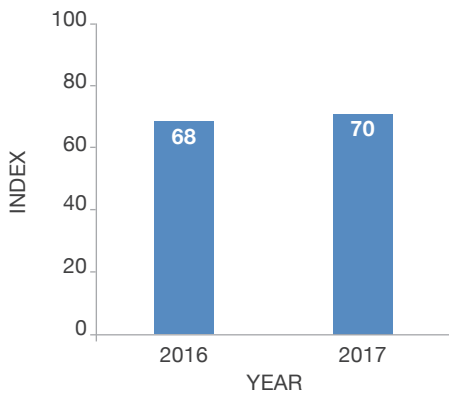
Grants received



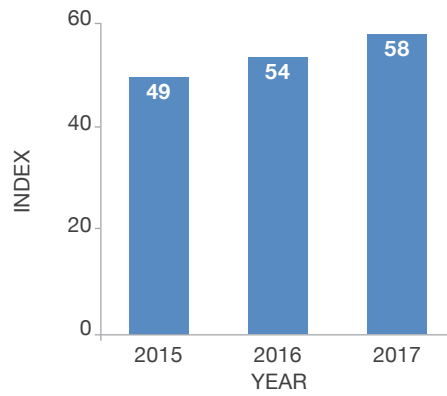
Council's financial sustainability ranking compared to regional city councils in Victoria



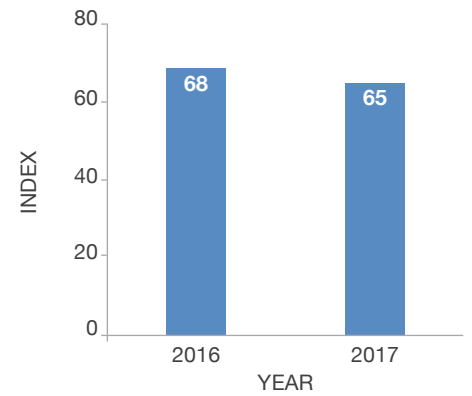
Community survey - Customer service. Rating is out of 100.










Community survey - Community consultation and engagement. Rating is out of 100.








Community survey - Service performance overall. Rating is out of 100.



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 	We continue to advocate for Council priorities and projects. Council has developed an overarching advocacy strategy that guides our approach in the lead up to the November State Election. We continued to lobby for commitments in the 2018/19 Budget which was handed down in May. Our nuanced and considered approach includes engagement with key City of Ballarat stakeholders who represent major employers, advocacy groups and not-for-profits in the city. Connectivity, community and economy remain key focuses of this work. We have developed a comprehensive series of meetings and events to promote our priorities with candidates, politicians and senior representatives from State and Federal Government. A cross-organisational advocacy PCG has also been established to ensure a coordinated approach across the organisation.
Provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city	Membership of peak bodies and organisations	In progress 	City of Ballarat is a member of various industry bodies, State and Federal Government groups, regional groups and the private sector. This includes the MAV, Committee for Ballarat, Australian Local Government Association, Regional Cities Australia, Regional Cities Victoria and Central Highlands Councils Victoria. City of Ballarat is also a board member on the World League of Historical Cities.
Engage and communicate with our community and other stakeholders	Engagement activities conducted	In progress 	Council's Community Inclusion division continues to engage and communicate with the community via various Facebook pages, including, for example, the Making Mount Pleasant page. Other ways include Our Community newsletters, the Engaging Communities Program, Senior of the Year awards, Ballarat Seniors Festival and various other means, including face-to-face, phone and email.
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 	Council continues to advocate for a reduction in red tape for customers, businesses and local government. In December 2017 the Victorian Government released the exposure draft of the Local Government Act which supports the reduction of red tape on councils. Council made a submission through this process as part of its advocacy in this space.
Continue to roll-out the Engaging Communities Program	Engaging Communities Program rolled out	In progress 	Engaging Communities Programs have commenced in Mount Pleasant, Lucas and Wendouree this financial year and are being finalised in Brown Hill and Sebastopol.
Implement the Digital Strategy, better use innovative online engagement tools and make our information and data accessible to our community and stakeholders	Digital Strategy implemented	In progress 	Through the Engaging Communities Program, Council has directly invested \$1.2 million into six local communities with an additional \$3 million leveraged through State and Federal Government grants. The program is continuing and is currently active in the communities of Mount Pleasant, Lucas and Wendouree.
Investigate and deliver shared local government services within the region	Shared local government services delivered	In planning 	Council plans to submit an application to Local Government Victoria for a FAST grant to facilitate a shared services arrangement for municipal building surveyor services. Council is also pursuing other shared services opportunities. Work to establish Central Highlands Councils Victoria Ltd as a potential shared services vehicle in the region.

FOUR YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Review business operations to drive financial and service improvements	Financial and service improvements	In planning 	All Council services were profiled as part of the preparation for Council's 2018/19 budget. A number of service reviews were conducted during this reporting period.
Address gender equity and inclusion in all Council plans and strategies	Establishing a gender equity strategy	In progress 	City of Ballarat continues to roll out Women's Health Grampians Act@Work Program and gender equity staff training. Work has also continued on a Gender Equity Strategy, with a draft currently being reviewed by Council's executive team. A launch is planned in mid-2018.
Number of opportunities for the community to engage with the City of Ballarat and Council annually	Community engagement activities conducted	In progress 	Council's Community Inclusion Division continues to actively engage with the local community, providing a range of options for the community to have their say on various topics, ideas, activities and events.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	In April Council reviewed and updated all advocacy and lobbying collateral in preparation for advocacy leading into the state election.
Annual customer satisfaction survey completed by Council	Completion of community survey	In planning 	City of Ballarat conducted a Customer Satisfaction Survey in March 2018 with a draft report expected in May/June 2018.





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9.6. OUTSTANDING QUESTION TIME ITEMS

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

RECOMMENDATION

That Council endorses the Outstanding Question Time report.

EXECUTIVE SUMMARY

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

RATIONALE

The City of Ballarat Local Law No. 18 – Meeting Procedure calls for a standard agenda item at each Council Meeting that reflects unanswered questions from Public Question Time.

LEGISLATION, COUNCIL PLAN, STRATEGY AND POLICY IMPLICATIONS

- City of Ballarat Local Law No. 18 – Meeting Procedure.

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

1. Outstanding Question Time Items **[9.6.1]**

Outstanding Question Time Items

Meeting	Status	Requested	Question	Officer Responsible	Response
23/05/2018 QT33/18	Open	Mr Wayne Gunn Wendouree	What is Council doing about violence and assaults that are happening in Ballarat at popular bus stops and venues?	Neville Ivey Director Community Development	Taken on notice.
13/06/2018 QT34/18	Open	Mr Don Boak Mount Clear	I questioned earlier this year why a Blackwood tree was removed from the front of our property. We received answers which we do not agree with. The stump had begun shooting and was then ground out. Who is paying for this and for what reason was the stump ground out?	Terry Demeo Director Infrastructure and Environment	Taken on notice.

10. NOTICE OF MOTION

Nil

11. URGENT BUSINESS

12. SECTION 89 (IN CAMERA)

12.1. WASTE TO ENERGY UPDATE

Division: Development and Planning
Director: Angelique Lush
Author/Position: Mark Powell – Executive Manager Major Projects
Steve Van Orsouw – Executive Manager Operations and Environment

(Contractual matters)

12.2. TENDER 2017/18-230 WEBB ROAD- DELACOMBE TOWN CENTRE OUTFALL DRAIN

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Robin Hand - Contracts Administrator Officer

(Contractual matters)

12.3. TENDER 2017/18-217 'PANEL OF PREFERRED SUPPLIERS - ROAD MAKING MATERIALS'

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Robin Hand - Contracts Administrator Officer

(Contractual matters)

12.4. TENDER 2017/18-218 'PANEL OF PREFERRED SUPPLIERS - ROAD MAKING SERVICES'

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Robin Hand - Contracts Administrator Officer

(Contractual matters)

12.5. TENDER 2017/18-219 'PANEL OF PREFERRED SUPPLIERS - PLANT & EQUIPMENT HIRE'

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Robin Hand - Contracts Administrator Officer

(Contractual matters)

12.6. TENDER NO. 2017/18-161 REDEVELOPMENT OF BROWN HILL HALL

Division: Development and Planning
Director: Angelique Lush
Author/Position: Robert Powell – Project Manager

(Contractual matters)

12.7. TENDER NO. 2017/18-236 DOUG DEAN RESERVE FLOODLIGHTING PROJECT

Division: Development and Planning
Director: Angelique Lush
Author/Position: Rob Siemensma – Project Manager

(Contractual matters)

12.8. NORTH BALLARAT FUNCTIONS FACILITY

Division: Development and Planning
Director: Terry Demeo
Author/Position: Terry Demeo – Director Infrastructure and Environment

(Contractual matters)

13. CLOSE