



**Ordinary Council Meeting**

**11 March 2020**

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 11 MARCH 2020 AT 7:00PM.**

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

Members of the public attending this meeting may be filmed. By remaining in the public gallery once the meeting commences, members of the public give their consent to being filmed, and for the recording of them to be made publicly available and used by council.

Information about the broadcasting and publishing recordings of council meetings is available in council's broadcasting and publishing recordings of council meetings procedure which is available on the council's website.

## AGENDA

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**The next Ordinary Meeting of the Ballarat City Council will be held on Wednesday 1 April 2020.**

**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. CHIEF EXECUTIVE OFFICER REPORT

**Division:** Executive Unit  
**Director:** Justine Linley  
**Author/Position:** Justine Linley – Chief Executive Officer

### OFFICER RECOMMENDATION

**Council resolves to:**

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

### EXECUTIVE SUMMARY

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

### RATIONALE

The Council of the City of Ballarat is responsible for setting the municipality's strategic direction. The CEO of the City of Ballarat is the sole employee of the Council and is responsible for establishing the organisational structure and resource implementation to achieve the objectives set by the Council. This operational report provides a greater level of access to not only the organisation's achievements, but also the challenges and issues confronting staff and officers in the delivery of services.

### Key achievements, projects and events delivered:

#### Smarter Parking Plan rolled out

The Smarter Parking Plan was rolled out in February. The CBD's new parking meters will be a mix of credit card and coin, with the added ability to pay via the CellOPark smartphone app. The app was downloaded by 10,000 users in the first fortnight of operation.

#### Summer Sundays 2020

Summer Sundays was delivered across three weekends in January 5, 12 and 19. More than 4,000 families and friends enjoyed this year's Summer Sundays across the three weeks. With the event experiencing inclement weather for the first time in more than 10 years, residents and visitors were not deterred and still attended in strong numbers as the event moved to the Civic Hall in week three.

#### Pause Fest Regional Ambassador Program 2020

The City of Ballarat welcomed Haraldur (Halli) Thorleifsson, CEO and Founder of creative agency Ueno, as our 2020 Pause Fest guest speaker in February. The event was sold out and very well received by those who attended.

### Geelong College Regatta at Lake Wendouree

In February, Lake Wendouree hosted The Geelong College Regatta for the first time. At short notice, the Rowing Victoria event was relocated to Ballarat's Lake Wendouree Regatta course after a blue-green algae outbreak at the Barwon River in Geelong. The event further underscores the capacity of the lake to host major sports events and that of City of Ballarat to maintain the lake as a first class aquatic sports venue.

### First Ballarat road resurfaced with recycled materials

Work started in February on the first Ballarat road to be resurfaced using asphalt containing recycled soft plastics, toner cartridge ink and glass. The new 200 metre section of road along Birdwood Avenue, between Grant and Albion Streets was laid with approximately 50,000 plastic bag equivalents, 16,000 crushed glass bottles not suitable for remanufacture, and the colours from more than 1,200 toner cartridges.

## **Ongoing community consultation:**

### Living Corridors Action Plan

Community consultation started in late 2019 on the Living Corridors Action Plan, with the establishment of a Community Working Group. The group met again in February. It is anticipated that the Living Corridors Action Plan will be comprised of goals, strategies and actions to better protect natural values such as vegetation and biodiversity throughout the identified eastern biodiversity corridor. Community consultation on the draft Action Plan is expected to take place later this year.

### Neighbourhood Character Strategy

In response to Council and the community's desire to strengthen planning controls to protect neighbourhood character, Council officers are preparing the draft Ballarat Neighbourhood Character Strategy. The draft Strategy will document key features of residential areas in Ballarat's urban core and identify the preferred future character for key Character Types within Ballarat. The draft strategy will be made available for feedback later this year.

## **Ongoing projects, initiatives and works:**

### Australian Regional Tourism Convention to be held in Ballarat

Ballarat will host the 2020 Australian Regional Tourism Convention (ARTC) to be held in October this year. The announcement in February followed a successful pitch by the City of Ballarat's Events team and presents an exciting opportunity to highlight the valuable work being delivered in the tourism sector by the City of Ballarat and the growing number of local entrepreneurial operators.

### Former Prime Minister Malcolm Turnbull bust

Artist Linda Klarfeld has begun work on the Malcolm Turnbull bust beginning with the sculpting of a mini bust during a one hour sitting with the former Prime Minister. Following its completion, the bust will be added to the historic Prime Ministers Avenue at the Ballarat Botanical Gardens.

### Traveller Experience Plan

A tender opened in February to seek submissions from suitably experienced consultants to prepare a Traveller Experience Plan for the future development of the Visitor Economy in Ballarat. The new plan will take an innovative approach to the visitor economy, providing a pathway for resilience, differentiation and making it the first of its kind in Australia.

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

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

**REPORTING AND COMPLIANCE STATEMENTS**

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

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

**Financial/Resources** – No additional financial implications have arisen from the preparation of a CEO Operational 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****ATTACHMENTS**

Nil

## 9. ASSEMBLIES OF COUNCILLORS

### 9.1. 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:

- 29 January 2020 Infrastructure and Environment Portfolio Meeting
- 5 February 2020 Council Agenda Review Briefing Agenda
- 11 February 2020 Lake Wendouree and Gardens Advisory Committee
- 12 February 2020 Infrastructure and Environment Portfolio Meeting
- 12 February 2020 Community Development Portfolio Meeting
- 12 February 2020 Strategic Briefing
- 26 February 2020 Council Agenda Review Briefing
- 26 February 2020 Infrastructure and Environment Portfolio Meeting

#### 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.

## CONSULTATION

Nil

## 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. 29 January 2020 Infrastructure and Environment Portfolio Meeting 209 [9.1.1 - 1 page]
2. 5 February 2020 Council Agenda Review Briefing [9.1.2 - 2 pages]
3. 11 February 2020 Lake Wendouree and Gardens Advisory Committee [9.1.3 - 2 pages]
4. 12 February 2020 Infrastructure and Environment Portfolio Meeting [9.1.4 - 1 page]
5. 12 February 2020 Community Development Portfolio Meeting [9.1.5 - 1 page]
6. 12 February 2020 Strategic Briefing [9.1.6 - 2 pages]
7. 26 February 2020 Council Agenda Review Briefing [9.1.7 - 2 pages]
8. 26 February 2020 Infrastructure and Environment Portfolio Meeting [9.1.8 - 1 page]

## 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.

<b>Description of meeting:</b>	Infrastructure and Environment Portfolio Meeting No 209
<b>Date of meeting:</b>	Wednesday 29 January 2020
<b>Start time:</b>	7.30am
<b>Finish time</b>	9.04am

<b>Councillors present:</b>	Cr Ben Taylor, Cr Grant Tillett, Cr Mark Harris
<b>Apologies:</b>	Natalie Robertson
<b>Council staff present:</b>	Terry Demeo – Director Infrastructure and Environment, Justine Linley – Chief Executive Officer, Darren Sadler – Executive Manager Property Management and Facilities Maintenance, Belinda Kent – Executive Assistant to Director Infrastructure and Environment (Minute Taker)
<b>Other attendees present:</b>	Nil

<b>Conflict of Interests:</b>	<p>Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (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			

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<p><b>Updates</b></p> <ul style="list-style-type: none"> <li>• Property Sales Update</li> <li>• Update on Smarter Parking and Recycling</li> <li>• Scotchmans Lead Bridge</li> <li>• Carbon Neutrality Plan Update</li> <li>• 2020/2021 Civil Capital Program</li> </ul> <p><b>Reports</b></p> <ul style="list-style-type: none"> <li>• Discuss Reports for Next Agenda Review in Business Calendar</li> </ul> <p><b>Upcoming Tenders</b></p> <ul style="list-style-type: none"> <li>• Circulated to Councillors prior to meeting</li> </ul> <p><b>Other Business</b></p> <ul style="list-style-type: none"> <li>• Catchment for Burrumbeet Creek</li> <li>• Catherall Land</li> <li>• Intermodal Freight Hub</li> <li>• The Gong</li> <li>• Sturt Street</li> </ul>

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Director Infrastructure and Environment
<b>Name:</b> Terry Demeo	<b>Date:</b> 10 February 2020

## 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.

<b>Description of meeting:</b>	Council Agenda Review Briefing
<b>Date of meeting:</b>	5 February 2020
<b>Start time:</b>	6:10pm
<b>Finish time:</b>	8.30pm

<b>Councillors present:</b> Cr Jim Rinaldi Cr Grant Tillett Cr Des Hudson Cr Mark Harris Cr Samantha McIntosh Cr Belinda Coates Cr Amy Johnson (arrived at 6.12pm) Cr Daniel Moloney Cr Ben Taylor
<b>Apologies:</b>
<b>Council staff present:</b> Justine Linley – Chief Executive Officer Glenn Kallio – Director Business Services Terry Demeo – Director Infrastructure and Environment Neville Ivey – Director Community Development Cameron Cahill – Director Innovation and Organisational Improvement Angelique Lush – Director Development and Planning Fiona Gray – Program Director Shared Services James Guy – Executive Manager Economic Partnerships
<b>Other attendees present:</b> Representatives from Regional Roads Victoria

<b>Conflict of Interests:</b>				
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				

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<b>External Presentation</b> • Regional Roads Victoria
<b>Updates from Portfolios</b> <b>Updates from Councillors</b> <b>Review of Draft Council Agenda 19 February 2020</b> • Chief Executive Officer Report

- Assemblies of Councillors
  - Planning Scheme Amendment C216
  - International Travel - China
  - Quarterly Financial Report
  - Contracts Special Committee of Council Minutes - 19th December 2019 and 17th January 2020
  - Outstanding Question Time Items
- Items in Camera**
- Contracts Special Committee of Council – 19<sup>th</sup> December 2019 and 17<sup>th</sup> January 2020
  - Tender 2019/20 – 81 Scotchman’s Lead Bridge
  - Supply of Natural Gas / Small Market for Council Sites

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Director Business Services
<b>Name:</b> Glenn Kallio	<b>Date:</b> 13 February 2020

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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.

<b>Description of meeting:</b>	Lake Wendouree & Gardens Advisory Committee
<b>Date of Meeting:</b>	Tuesday 11 February 2020
<b>Start time:</b>	5:30pm
<b>Finish time:</b>	6:30pm

<b>Councillors present:</b>	Cr. Daniel Moloney
<b>Apologies:</b>	Cr. Samantha McIntosh Maggie Guy Mike Sorrell David Edwards Bill Bahr Jo Barber
<b>Council staff present:</b>	Terry Demeo (Director Infrastructure and Environment) Bernard Blood (Supervisor Lake Wendouree) Peter Marquand (Curator Parks and Nursery) Shane Boot (Administration Support Officer)
<b>Other attendees present:</b>	David Miller Peter Waugh Di Olsten Julie Bradby Bill Morrison

<b>Conflict of Interests:</b>				
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
NA	NA	NA	NA	NA

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> <li>• <b>Lake Wendouree Water Level Report</b></li> <li>• <b>Lake Lighting</b></li> <li>• <b>150 Years of the Ballarat fish Acclimatisation Society</b></li> <li>• <b>Fernery Development</b></li> <li>• <b>Ned Williams Memorial Repair</b></li> <li>• <b>POW Interpretive Centre</b></li> </ul>

- Signage Trout Hatchery
- Viewpoint Flag Poles
- Fitness Equipment
- Lake Wendouree Weather Station
- Begonia Festival Brief
- Member Update
- Fernery Development

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Administration Support
<b>Name:</b> Shane Boot	<b>Officer Date:</b> 12 February 2020

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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.

<b>Description of meeting:</b>	Infrastructure and Environment Portfolio Meeting No 210
<b>Date of meeting:</b>	Wednesday 12 February 2020
<b>Start time:</b>	7.30am
<b>Finish time</b>	9.06am

<b>Councillors present:</b>	Cr Ben Taylor, Cr Grant Tillett, Cr Mark Harris
<b>Apologies:</b>	
<b>Council staff present:</b>	Terry Demeo – Director Infrastructure and Environment, Daryl Wallis – Coordinator Parks and Gardens, Bernard Blood – Supervisor Lake Wendouree, Belinda Kent – Executive Assistant to Director Infrastructure and Environment (Minute Taker)
<b>Other attendees present:</b>	Nil

<b>Conflict of Interests:</b>	<p>Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (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			

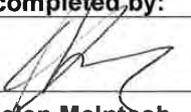
<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<p><b>Updates</b></p> <ul style="list-style-type: none"> <li>• Marine Safety Program Initiatives</li> <li>• Capital Program</li> <li>• Smarter Parking Program Update</li> <li>• Planning Permit Update</li> <li>• Enforcement Initiatives Update</li> </ul> <p><b>Reports</b></p> <ul style="list-style-type: none"> <li>• Discuss Reports for Next Agenda Review in Business Calendar</li> </ul> <p><b>Upcoming Tenders</b></p> <ul style="list-style-type: none"> <li>• Circulated to Councillors prior to meeting</li> </ul> <p><b>Other Business</b></p> <ul style="list-style-type: none"> <li>• Nil</li> </ul>

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Director Infrastructure and Environment
<b>Name:</b> Terry Demeo	<b>Date:</b> 13 February 2020

## 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.

<b>Description of meeting:</b>	Community Development Councillor Portfolio Meeting
<b>Date of meeting:</b>	Tuesday, 12 February 2020
<b>Start time:</b>	3.30pm
<b>Finish time:</b>	5.10pm

<b>Councillors present:</b> Cr Belinda Coates, Cr Des Hudson,				
<b>Apologies: Cr Johnson</b>				
<b>Council staff present:</b> Neville Ivey, Director Community Development Helen McIntosh, Executive Assistant Mark Patterson, Executive Manager Sport & Active Living Pete Appleton, Executive Manager Engaged Communities				
<b>Other attendees present:</b> Nil				
<b>Conflict of Interests:</b>  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]
<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>				
<ul style="list-style-type: none"> <li>• Minutes of Meeting 12 November 2019</li> <li>• SAL State Election Commitments Progress</li> <li>• Update on Social Infrastructure in relation to East/Central Ballarat</li> <li>• Upcoming Council Reports and Strategic Briefings</li> <li>• Sustainability Project</li> <li>• Community Development Strategic Plan</li> <li>• Eureka Pool Incident</li> <li>• All of Us Project</li> <li>• Indian Association</li> <li>• BRMC</li> </ul>				
<b>Record completed by:</b>				
<b>Signed:</b> 		<b>Position:</b> Executive Assistant Community Development		
<b>Name:</b> Helen McIntosh		<b>Date:</b> 13 February 2020		

## 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.

<b>Description of meeting:</b>	Strategic Briefing
<b>Date of meeting:</b>	12 February 2020
<b>Start time:</b>	6:36pm
<b>Finish time:</b>	10.24pm

<b>Councillors present:</b> Cr Grant Tillett Cr Des Hudson (arrived at 7.13pm) Cr Mark Harris Cr Belinda Coates Cr Daniel Moloney Cr Ben Taylor
<b>Apologies:</b> Cr Jim Rinaldi Cr Samantha McIntosh Cr Amy Johnson
<b>Council staff present:</b> Justine Linley – Chief Executive Officer Glenn Kallio – Director Business Services Terry Demeo – Director Infrastructure and Environment Neville Ivey – Director Community Development Cameron Cahill – Director Innovation and Organisational Improvement Angelique Lush – Director Development and Planning Pete Appleton - Executive Manager Engaged Communities Jeff Johnson – Executive Manager Events and the Arts David Turley - Team Leader City Design Joanna Cuscaden - Project Manager Urban Renewal Tim Goddard - Project Manager - Bakery Hill
<b>Other attendees present:</b> Nil

<b>Conflict of Interests:</b>				
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				

<b>Matters Considered:</b> <i>*Provido dots points of matters discussed.</i>
<b>Strategic Matters Raised by Councillors</b>
<b>Portfolio Updates</b>
<b>Planning Committee – Agenda Review</b>

**Section B – Strategic Briefing Reports**

- International Travel Requests
- Waste Wise Events
- Footpath Briefing
- Grant Policy Review
- Election Promise and Major Project Update
- Bakery Hill Update
- Civic Hall Stage 2 Works Briefing
- Finance Presentation

**Record completed by:**

<b>Signed:</b> 	<b>Position:</b> Director Business Services
<b>Name:</b> Glenn Kallio	<b>Date:</b> 13 February 2020

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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.

<b>Description of meeting:</b>	Council Agenda Review Briefing
<b>Date of meeting:</b>	26 February 2020
<b>Start time:</b>	6:23pm
<b>Finish time:</b>	9.20pm

<b>Councillors present:</b> Cr Jim Rinaldi Cr Grant Tillett Cr Des Hudson Cr Mark Harris Cr Samantha McIntosh Cr Belinda Coates Cr Daniel Moloney
<b>Apologies:</b> Cr Amy Johnson Cr Ben Taylor
<b>Council staff present:</b> Justine Linley – Chief Executive Officer Glenn Kallio – Director Business Services Darren Sadler – Executive Manager Property Services and Facilities Management Neville Ivey – Director Community Development Cameron Cahill – Director Innovation and Organisational Improvement Angelique Lush – Director Development and Planning Amy Boyd – Program Director Strategy and Implementation Lucy Ibrahim - Coordinator City Marketing Kelli Moran - Economic Development Sector Specialist
<b>Other attendees present:</b> Nil

<b>Conflict of Interests:</b>				
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				

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<b>Updates from Portfolios</b>
<b>Updates from Councillors</b>
<ul style="list-style-type: none"> <li>• Investment Management Standard and Project Management Framework</li> <li>• Smarter Parking Plan Project Update</li> </ul>
<b>Review of Draft Council Agenda 11 March 2020</b>
<ul style="list-style-type: none"> <li>• Chief Executive Officer Report</li> </ul>

- Assemblies of Councillors
  - Smarter Parking Plan Implementation Progress Report
  - Ballarat Is Open - Prosperity Framework
  - Strategic Partnership - Ballarat Sports Foundation
  - Cycling Connections Project and CBD Traffic Modification Update
  - Council Plan Quarterly Report
  - Rate Review
  - Reference Committees
  - CEO Performance Review Advisory Committee Terms of Reference
  - S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)
  - S6 Instrument of Delegation - Members of Staff
  - Outstanding Question Time Items
- Items in Camera**
- CEO Performance Review Committee

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Director Business Services
<b>Name:</b> Glenn Kallio	<b>Date:</b> 27 February 2020

DRAFT

## 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.

<b>Description of meeting:</b>	Infrastructure and Environment Portfolio Meeting No 211
<b>Date of meeting:</b>	Wednesday 26 February 2020
<b>Start time:</b>	7.30am
<b>Finish time</b>	8.53am

<b>Councillors present:</b>	Cr Ben Taylor, Cr Grant Tillett, Cr Mark Harris
<b>Apologies:</b>	Terry Demeo – Director Infrastructure and Environment
<b>Council staff present:</b>	Darren Sadler – Executive Manager Property Services and Facilities Management, Justine Linley – Chief Executive Officer, Natalie Robertson – Executive Manager Development Facilitation, Anthony Schreenan – Senior Projects Officer, Clare Douglas-Haynes - Team Leader Animal Management, Belinda Kent – Executive Assistant to Director Infrastructure and Environment (Minute Taker)
<b>Other attendees present:</b>	Nil

<b>Conflict of Interests:</b>	<p>Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (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	

<b>Matters Considered:</b> <i>*Provide dots points of matters discussed.</i>
<p><b>Updates</b></p> <ul style="list-style-type: none"> <li>• Update on Property Sales</li> <li>• Options for Development vs Sale Kurrajong Road, Wendouree West</li> <li>• Monthly Planning Permit Update and Explanation of New Reporting Tool</li> <li>• Fenced Dog Parks Consultation Update</li> <li>• Smarter Parking Update</li> </ul> <p><b>Reports</b></p> <ul style="list-style-type: none"> <li>• Discuss Reports for Next Agenda Review in Business Calendar</li> </ul> <p><b>Upcoming Tenders</b></p> <ul style="list-style-type: none"> <li>• Circulated to Councillors prior to meeting</li> </ul> <p><b>Other Business</b></p> <ul style="list-style-type: none"> <li>• Observatory Committee Meeting</li> <li>• Weatherboard Road Concerns</li> <li>• Spray Seal at the Airport</li> </ul>

<b>Record completed by:</b>	
<b>Signed:</b> 	<b>Position:</b> Executive Manager Property Services and Facilities Management
<b>Name:</b> Darren Sadler	<b>Date:</b> 28 February 2020

## **10. OFFICER REPORTS**

### **10.1. SMARTER PARKING PLAN IMPLEMENTATION PROGRESS REPORT**

**Division:** Infrastructure and Environment  
**Director:** Terry Demeo  
**Author/Position:** Terry Demeo – Director Infrastructure and Environment

#### **OFFICER RECOMMENDATION**

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

- 1. Note the progress report in relation to the implementation of the Smarter Parking paid system.**

#### **EXECUTIVE SUMMARY**

With the ongoing implementation of the Smarter Parking Plan, including the paid parking network which was fully commissioned on 17 February 2020, there is a significant change to how parking across the City is managed. The new meter network is a major change for the community and as such, it is important to take the time to provide effective support and education as people begin to use the system. A regular report to Council in relation to the implementation of the new system will be provided. This is the first of the regular reports.

#### **RATIONALE**

The Smarter Parking Plan implementation was the final step in what was effectively a 5-year process reviewing the approach to car parking in Ballarat across the CBD, Hospital and University Precinct and the residential areas on the fringe of the central area.

The project involved the most extensive and layered consultation exercise Council has embarked upon for a single issue.

The paid parking network as an integral part of the Smarter Parking project went live with the initial commissioning of the new meter network (approximately a third of the network) on 3 February 2020. The remainder of the network was finally commissioned on Monday, 17 February 2020.

There has been an extensive education program as part of the commissioning of the network. Information has covered the introduction of the smart phone app (CellOPark app) as a new feature of the system, extensive signage has been in place throughout the CBD street network on bin surrounds, back of bus signage, and advertising in print media. In addition extensive social media promotion, and the use of other conventional media has been implemented.

As a major change initiative, the implementation of the new paid parking network will require ongoing engagement/education and communication. The system was designed with inherent flexibility, and there remains the authority for officers to make operational adjustments and changes as issues arise.

The flexibility of the system and the Council's commitment to an iterative approach is reflected in the changes implemented in the initial days following the commissioning of the system, namely:

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- Decision to return Eastwood Street (Coles/Woolworths) Car Park to a free 2-hour car park with no meters.
- Establishment of a formal Council administered permit system for the Ballarat Senior Citizen Centre.
- The relocation and augmentation of coin / card meters throughout the 147 meter network throughout the City.
- Additional staff resources and education programs to assist all users in understanding the system as a part of our change management.
- Modification to software within the meters to allow a 20 minute paid parking minimum (shift from 30 minute minimum).
- Officers have undertaken face to face meetings with all businesses adjacent to the meters within the paid parking network.
- Briefings with all senior citizen centres across the City (ongoing).

Further initiatives that are underway include:

- Installation of decals (footpath signage) to identify meter locations for enhanced usability.
- Provision of vouchers to assist initial education of users to be provided to businesses in identified hot spots.
- Exploration of opportunities to enhance usability of CellOPark app.
- Additional signage on individual meters to enhance app take up.
- Publication of additional material to assist usability.
- Use of number plate recognition vehicles to undertake capacity analysis of CBD parking to inform further initiatives.

### **Take Up of The System to Date**

The system has been well utilised to date and is receiving positive feedback from the Smarter Parking Team on the street as part of the implementation. This is reflected in the following statistics in relation to the take up of the free parking initiative and adoption of the app across the City. The following statistics are broken into the street segments where paid parking is applicable.

Statistics for **METER PARKING ONLY** up to end of business on Thursday 20 February 2020. Note the large jump in figures when the second group of meters were turned on.

Number of transactions across the whole paid meter network are as follows:

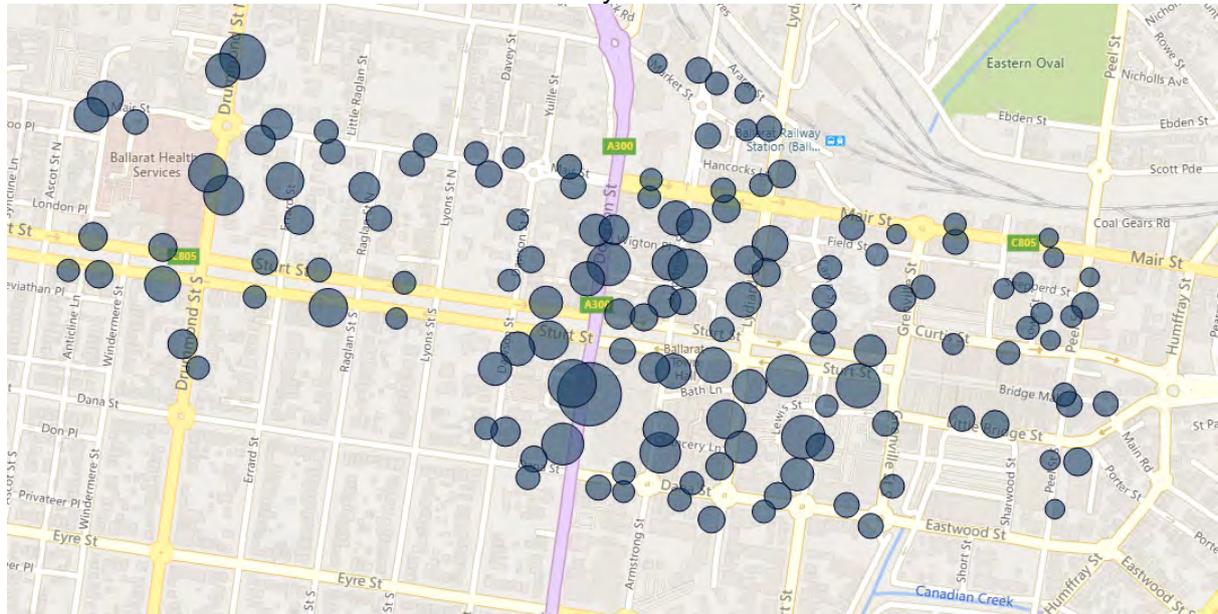
Date	Free	Paid	Grand Total
3/02/2020	1260	460	1720
4/02/2020	1488	565	2053
5/02/2020	1803	506	2309
6/02/2020	1923	592	2515
7/02/2020	2214	590	2804
8/02/2020	1439	571	2010
10/02/2020	1939	432	2371
11/02/2020	1722	410	2132
12/02/2020	1698	414	2112
13/02/2020	2098	496	2594
14/02/2020	2297	578	2875
15/02/2020	1446	413	1859
17/02/2020	3881	1208	5089
18/02/2020	3634	1217	4851
19/02/2020	3736	1224	4960
<b>Grand Total</b>	<b>32578</b>	<b>9676</b>	<b>42254</b>

Number of transactions split by street (note that blank are the app transactions)

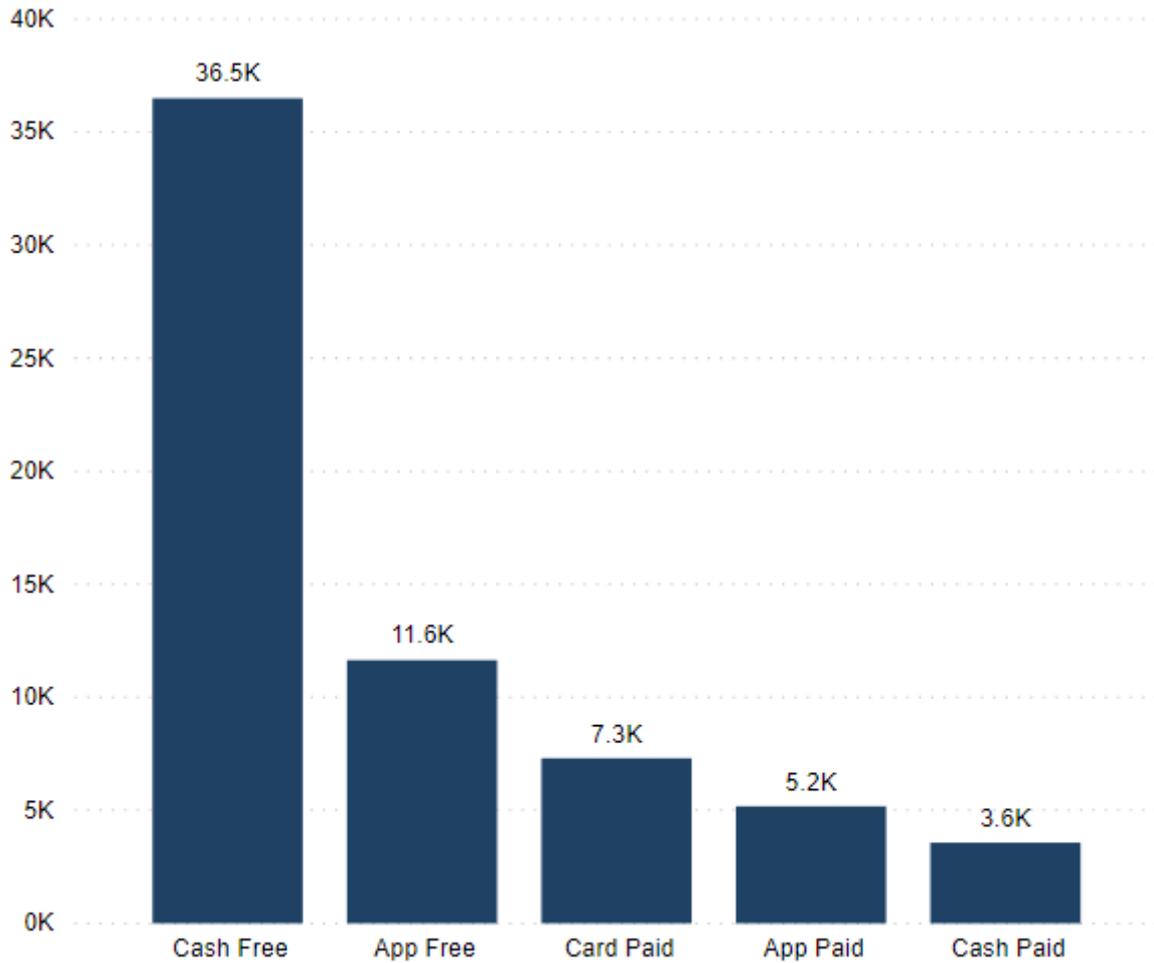
Location	Free	Paid	Total
Albert St	1675	593	2268
Anderson C/P	42	53	95
Ararat St	21	12	33
Armstrong St Nth	4577	1076	5653
Armstrong St Sth	3419	585	4004
Camp St	628	355	983
Coles CP	381	26	407
Cul-de-sac	81	11	92
Curtis St	112	13	125
Dana St	671	153	824
Dawson St Nth	152	56	208
Dawson St Sth	455	210	665
Doveton St Nth	2702	817	3519
Doveton St Sth	3607	1043	4650
Drummond St Nth	785	454	1239
Drummond St Sth	169	59	228
Errard St Nth	322	106	428
Field St C/P	37	121	158
Grenville St Nth	762	54	816
Grenville St Sth	135	161	296
Lewis St	566	151	717
Lowe St	75	26	101
Lt Bridge St	212	20	232
Lydiard St Nth	2464	1134	3598

Lydiard St Sth	2315	867	3182
Mair St	1459	684	2143
Mair St East	159	15	174
Market St	26	26	52
Peel St Nth	48	3	51
Peel St Nth (C/P)	57	61	118
Peel St South CP	109	31	140
Peel St Sth	185	23	208
Raglan St Nth	207	72	279
Shepperd	40	7	47
Sturt St	7841	1795	9636
(blank)	11643	5179	16822
<b>Grand Total</b>	<b>48139</b>	<b>16052</b>	<b>64191</b>

The below location heatmap details the number of transactions, including free ( 1 Hour ), since all meters were turned on at 17 February 2020.



The below graph represents the number of transactions via the meter or app with the explanation of whether it was a transaction taking up the first free hour or a paid transaction. (interpret "Cash Free" as a Free transaction which was registered at a meter rather than the app)



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

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

## REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
<b>Human Rights</b>	Yes	Yes
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	Yes	Yes
<b>Economic</b>	Yes	Yes
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	Yes	Yes

**Human Rights** – 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** – Clearly, the parking system across our City to stimulate further activity and vitality is an important element and the management of its implementation is a key responsibility of the organisation.

**Environmental/Sustainability** – The system removes all paper tickets, relies on solar powered batteries, and is in all facets committed to an environmentally sustainable outcome.

**Economic** – The car parking initiative is intended to deliver an economic advantage to the Ballarat CBD and as such the implementation phase is critically important.

**Financial/Resources** – Council has committed significant financial resources to the implementation of the system and is clearly committed to continue to invest to deliver a system that best serves Ballarat for the longer term.

**Risk Management** – The project has been the subject of a detailed risk assessment and the management of the implementation of the system is part and parcel of this assessment.

**Implementation and Marketing** – There will be continued effort in relation to the implementation and marketing program.

**Evaluation and Review** – The project will be the subject of a major project gateway review.

## CONSULTATION

There has been significant consultation in developing the solution for a paid parking network across Ballarat and there will be ongoing consultation to ensure that individual elements of the system are as user friendly as possible.

## OFFICERS DECLARATIONS OF INTEREST

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

**REFERENCE DOCUMENTS**

**ATTACHMENTS**

Nil

## 10.2. BALLARAT IS OPEN - PROSPERITY FRAMEWORK

**Division:** Development and Planning  
**Director:** Angelique Lush  
**Author/Position:** Kelli Moran – Economic Development Sector Specialist

### OFFICER RECOMMENDATION

Council resolves to:

1. **Adopt the Ballarat Prosperity Framework.**
2. **Acknowledge the effort of the Ballarat Prosperity Framework Reference Group.**

### EXECUTIVE SUMMARY

The Ballarat Prosperity Framework has been developed as the output of the Ballarat is Open project which took place in late 2019. The Ballarat is Open project was a community conversation in which an estimated 650 residents and community leaders shared their vision for Ballarat's future. The project included conversations about what needs to change to enable us all to work towards achieving our aspirations. It also explored notions of Ballarat's personality and identity.

The method underpinning the project was creative design thinking; a creative expression of community co-design. Community members – residents, businesses, organisations – came together, collaborated, and let themselves be visionary, creative and innovative in sharing their dreams for our city.

The Ballarat Prosperity Framework provides a conceptual structure of ideas and principles to guide future decision-making which best contributes to Ballarat's future. It is not just a Council document, but has significant value right across the City. Specifically for City of Ballarat, it will be used to underpin economic, land-use, marketing and branding plans for the city.

The Ballarat Prosperity Framework seeks to tell the *Story of Ballarat – the City of Possibilities*. In presenting the content using the constructs of storytelling, it includes the following elements:

- *The Opening Chapter: our setting.* This provides an overview of the 'current state' - aspirations for Ballarat that have already been discussed in community conversations over the past 5 years and that we still aspire to for our future
- *Looking Ahead to Future Chapters – what is the resolution we seek?* This describes our future vision; the future possibilities for Ballarat. This includes a Ballarat that is innovative, courageous and inspiring with a caring community; with an embedded culture of innovative thinking and entrepreneurialism; where the spark of creativity is nurtured everywhere; where our unique identity is celebrated in designing and managing our growth; where we are a leader in the development of renewable energy systems; and where we are compassionate, with a high level of collective emotional intelligence
- *What Needs to Change to Get Us There? The conflict in our story* – this discusses what our community told us is holding us back – in particular, our collective mindset and behaviours were highlighted. This included conservatism, risk aversion, narrow-

mindfulness and unhealthy competition. The community asked instead for visionary, bold and united leadership, greater collaboration, and respectful, brave and inspiring debate on issues that matter to our city.

- *Our Central Characters* – in seeking to describe the identity and personality of Ballarat, community members described current Ballarat as traditional, stubborn and caring. Their desired character traits for future Ballarat are innovative, caring, inspiring and courageous.
- *Our Plot Framework* – the ‘framework’ in the Ballarat Prosperity Framework – which we will use to guide our future decisions and actions to achieve our desired vision – is conceived as a matrix of golden threads interwoven with catalysts for change. The ‘golden threads’ are: our appetite for innovation, entrepreneurship and technology; our innate creativity; our heritage; our future sustainability; and our resilient and supportive community. The ‘catalysts’ are: our mindset; our behaviour; and our changing economy and societal expectations.
- *How Might We All Play Our Part?* The final chapter provides guidance on how to use the framework and also presents the ‘possibilities’ – hundreds of creative ideas from the community for how future Ballarat could become an internationally recognised place to visit, be an outstanding place to do business, embed a culture of collaboration and grow and share the pride we have for the city.

## **RATIONALE**

### **Background**

The *Ballarat is Open* project was initiated in late 2019 to explore Ballarat’s collective notion of identity and vision. It was about better understanding what we - the community, businesses and organisations of Ballarat - aspire to for our city, and how we wish to present it to others.

This work was undertaken on the premise that in order to be able to effectively promote Ballarat as a place to live, visit and do business, we first needed to understand what we value about Ballarat now, what we think needs to change, and how this could move us towards a future Ballarat that is prosperous, thriving and resilient.

*Ballarat is Open* engaged the people of Ballarat – community members, businesses and organisations – in conversations and ideas-generation to articulate a vision and identity for Ballarat. An estimated 650 residents shared their aspirations and ideas via a range of engagement methods, the cornerstone of which was the use of creative human-centered design thinking – with design sprints and hacks available across the city for anyone to participate in.

This Ballarat Prosperity Framework is the output of this process of co-design. It provides a conceptual structure of ideas and principles to guide our future decisions, behaviours and actions, and it will now be used by the City of Ballarat to inform our future work. We hope it will also be used by others, to work towards our shared aspirations and vision for a prosperous Ballarat.

## Objectives

Based on the outcomes of the *Ballarat is Open* project, the *Ballarat Prosperity Framework* describes the following vision / aspirations for Ballarat:

*“Our community told us their story...*

*That Ballarat is a city of possibilities.*

*A place that inspires innovation and courage – with a caring community. A city of golden threads, weaving together our rich but complex past into the fabric of a prosperous future”*

Ballarat is...

### **A place that is innovative, courageous and inspiring – with a caring community**

**A city with an embedded culture of innovative thinking and entrepreneurialism**, where the use of data and technology provides better opportunities and lifestyles for all. Jobs growth across knowledge, service and new emerging industry sectors is evident, with business sectors of excellence being celebrated.

**A city where the spark of creativity is nurtured everywhere** to produce thought-provoking and fulfilling human experiences and exciting, world-class offerings for visitors, businesses and residents.

**Confidently designing its future and managing its change, by celebrating its unique identity**, drawing on all the things that set it apart – its people, culture and character. Its sustainable city growth is empathetic to heritage foundations.

**A leader in the development of renewable energy systems**, with a view to becoming a carbon neutral city. Collaboration across industries, systems and business models is evident in its strong circular economy.

**A compassionate city powered by a community with a high level of emotional intelligence**. Where community connection, health and wellbeing is one of the highest priorities, and this in turn enables strong civic participation, open-mindedness, and self-perpetuating success.

In discussing with residents the place we wanted Ballarat to be, we also reflected on the conversations we had already held in community engagement for plans and projects over the past five years. These are summarised in the Ballarat Prosperity Framework under the following themes, and also contribute to the ongoing vision:

- Our heritage and stories – passing on lessons of the past
- Our enviable lifestyle – both vibrant and relaxed
- A welcoming, inclusive and active city – demonstrating our shared values
- An innovative and clever city - managing its growth sustainably
- A creative and increasingly sophisticated city - drawing attention

We also explored what needs to change to enable us to achieve our vision. The conversations pointed to concerns with our collective mindset and behaviours – in particular, conservatism, narrow-mindedness, risk aversion and resistance to change. Our community expects leadership that is visionary, bold, courageous, inclusive, and most of all – collaborative. They

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described Ballarat's current character as 'friendly and caring, yet traditional and stubborn'. They want Ballarat to be '**innovative, courageous, inspiring and caring**'.

As a result, the Ballarat Prosperity Framework provides a structure (the 'framework') to be used by all in making decisions that can move Ballarat towards its prosperous future vision. This has been conceived as the weaving together of five 'golden threads' with three 'catalysts for growth'. A series of check questions to assist decision makers align their ideas, initiatives or plans with the golden threads and catalysts is provided within the document.

Our **golden threads** will be:

- Our appetite for innovation, entrepreneurship and technology
- Our innate creativity
- Our heritage
- Our future sustainability
- Our resilient and supportive community

Our **catalysts for growth** will be:

- Our mindset
- Our behavior
- Our changing economy and societal expectations

The Ballarat Prosperity Framework also presents the creative ideas community members developed during the Ballarat is Open community workshops. These are provided firstly to demonstrate what is possible when open-minded, creative collaboration takes place in our city; and secondly, to challenge readers to think about whether they might wish to further explore or adopt any of these possibilities in the future.

Once adopted, the City of Ballarat will use the Ballarat Prosperity Framework to guide future plans and action documents, including our city-wide economic program, marketing, branding and Traveller Experience Plan. It will also be used to inform action plans such economic plans, and it will influence the Ballarat Strategy, the City's long term land-use plan.

## **CONSULTATION**

The *Ballarat Prosperity Framework* was the output of the *Ballarat is Open* project. This was a project of true co-design with our community, it went beyond consultation. Through a variety of engagement methods, approximately 650 members of our community – businesses, residents and organisations – shared their dreams, values, beliefs and concerns with each other, and in doing so built up a vision for an extraordinary city, powered by exceptional people.

The engagement period ran from 8 October to 14 November and methods used were:

- **Creative design thinking sprints and hacks – 12 sessions, 134 participants**

Some of these sprints explored notions of Ballarat's identity, vision and what's holding us back; whilst others proposed creative ideas to the questions '*how might we foster an outstanding reputation as a place to do business? How might we grow and share the pride we have for the City? How might we embed a culture of collaboration? How might we become an internationally recognised place to visit?*'

A full day 'hack' was held with an invited reference group, which covered the elements of both types of sprints (further detail on the reference group below). Whilst sprints were held across the city and open to anyone to attend, there were also specific sprints held for the City of

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Ballarat Sonika youth council, Commerce Ballarat members, Committee for Ballarat members, City of Ballarat staff, Councillors, and members of the building and development industry.

- **Whiteboards around the City – 14 whiteboards, 458 responses**

A set of 2 whiteboards were placed in each of the 3 libraries, Ballarat Aquatic and Leisure Centre, Phoenix Customer Service Centre, Ballarat Tech School, the Ballarat Information Centre / Parent Place and also taken to the design sprints. The boards sought 2 types of response; one asking about views on the city's 'personality', the other asking about people's future vision for Ballarat. In total, 320 responses were marked against the personality statements and 138 pieces of feedback about a future vision were provided.

- **Drop-in Sessions – 5 sessions, 56 attendees**

These provided the opportunity to engage in discussion, the results of which were captured on whiteboards at the sessions. Some were attended by Councillors.

- **MySay Questions – 7 responses**

Seven people provided detailed responses to the following questions on MySay:

- *What is our distinctive and authentic Ballarat story? What deserves to be told? If Ballarat had a personality, what enduring traits would it have?*
- *What makes us proud to be citizens of Ballarat? What do we value? What do we not value? Why do we choose to be here?*
- *What proposition does Ballarat offer others – be they future residents, tourists or investors? What compelling Ballarat advantages would we wish to share?*
- *How can our citizens play their own part, and collaborate, to demonstrate 'our Ballarat' - to build a more prosperous city for all?*

### **External Reference Group**

An external reference group was established to provide input to the project and to review the draft Ballarat Prosperity Framework. Nearly 60 invitations to join this group were issued to individuals from a range of sectors and backgrounds across Ballarat; of this group 22 chose to participate in the reference group. Their role was to contribute to the co-design process via a full-day design 'hack', which also included City of Ballarat staff, as well as to review and provide feedback on the draft Ballarat Prosperity Framework.

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

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

**REPORTING AND COMPLIANCE STATEMENTS**

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

**Human Rights** – 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** – Social and cultural implications have been of paramount consideration through the development of the Ballarat Prosperity Framework. The Framework identifies that a shift in the community's overall mindset and behavior will be necessary to achieve the outcomes we want; this was in fact an expectation expressed by community members. It also explores those intended outcomes through the lens of our changing society and culture. Our mindset, our behavior and our changing society are core elements of the 'golden thread / catalyst' framework.

**Environmental/Sustainability** – There was a clear expectation expressed by community members that Ballarat needed to be more sustainable in the future. This came through all facets of the engagement and is expressed in the framework as the 'our future sustainability' golden thread.

**Economic** – The Ballarat Prosperity Framework describes aspirations for a more prosperous future, and in this context prosperity can take many forms, including economic wealth. The vision articulated is one that would see Ballarat's economic prosperity growing in the future - in terms of jobs, investment and sector growth, however it does not itself set specific targets in this respect.

**Financial/Resources** – The Ballarat Prosperity Framework itself does not commit Council to any specific spend; it will be implemented via other Council plans and strategies budgeted for elsewhere.

**Risk Management** – A risk management strategy has been in place throughout the project, primarily resulting in the level of governance and community co-design that has taken place. Stakeholder management and communications have inevitably been of high priority, and this was supported throughout the project by communications directly from the CEO to external stakeholders, and by governance by an internal project control group chaired by the CEO.

**Implementation and Marketing** – A detailed communications plan has underpinned the community consultation phases and will also influence the adoption/launch of the final document. The Ballarat Prosperity Framework, once adopted, will influence a range of future marketing opportunities for the city, including marketing to residents, visitors and investors.

**Evaluation and Review** – The Ballarat Prosperity Framework will now be used to guide a range of other City of Ballarat plans and strategies. It is through its use in this way that we will be able to review on an ongoing basis how effective it is in achieving its purpose.

## **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 Prosperity Framework

## **ATTACHMENTS**

1. BIO Prosperity Framework [**10.2.1** - 33 pages]

# Ballarat Prosperity Framework



## Foreword

The Ballarat is Open project was initiated in late 2019 to explore Ballarat’s collective notion of identity and vision. It was about better understanding what we - the community, businesses and organisations of Ballarat - aspire to for our city, and how we wish to present it to others.

This work was undertaken on the premise that in order to be able to effectively promote Ballarat as a place to live, visit and do business, we first needed to understand what we value about Ballarat now, what we think needs to change, and how this could move us towards a future Ballarat that is prosperous, thriving and resilient.

Ballarat is Open engaged the people of Ballarat – community members, businesses and organisations – in conversations and ideas-generation to articulate a vision and identity for Ballarat. An estimated 650 residents shared their aspirations and ideas via a range of engagement methods, the cornerstone of which was the use of creative human-centred design thinking – with design sprints and hacks available across the city for anyone to participate in.

This **Ballarat Prosperity Framework** is the output of this process of co-design. It is intended to provide a conceptual structure of ideas and principles to guide our future decisions, behaviours and actions, and it will

now be used by the City of Ballarat to inform our future work. We hope it will also be used by others.

In sharing our dreams of what we wanted Ballarat to become, we were guided by the following questions:

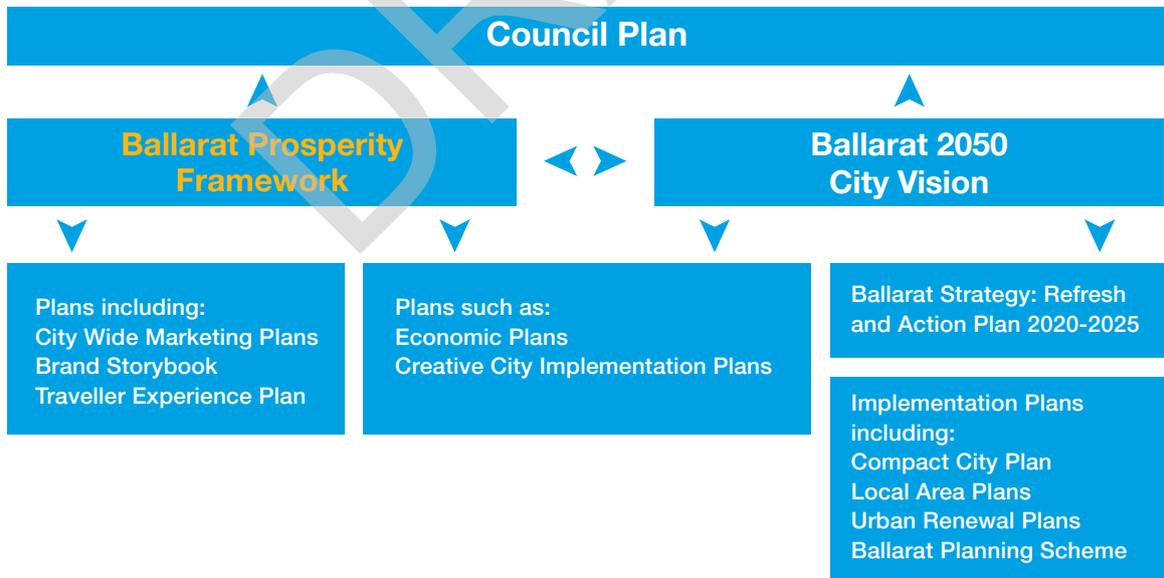
**What is our distinctive and authentic Ballarat story?** What deserves to be told? If Ballarat had a personality, what enduring traits would it have?

**What makes us proud to be citizens of Ballarat?** What do we value? What do we not value? Why do we choose to be here?

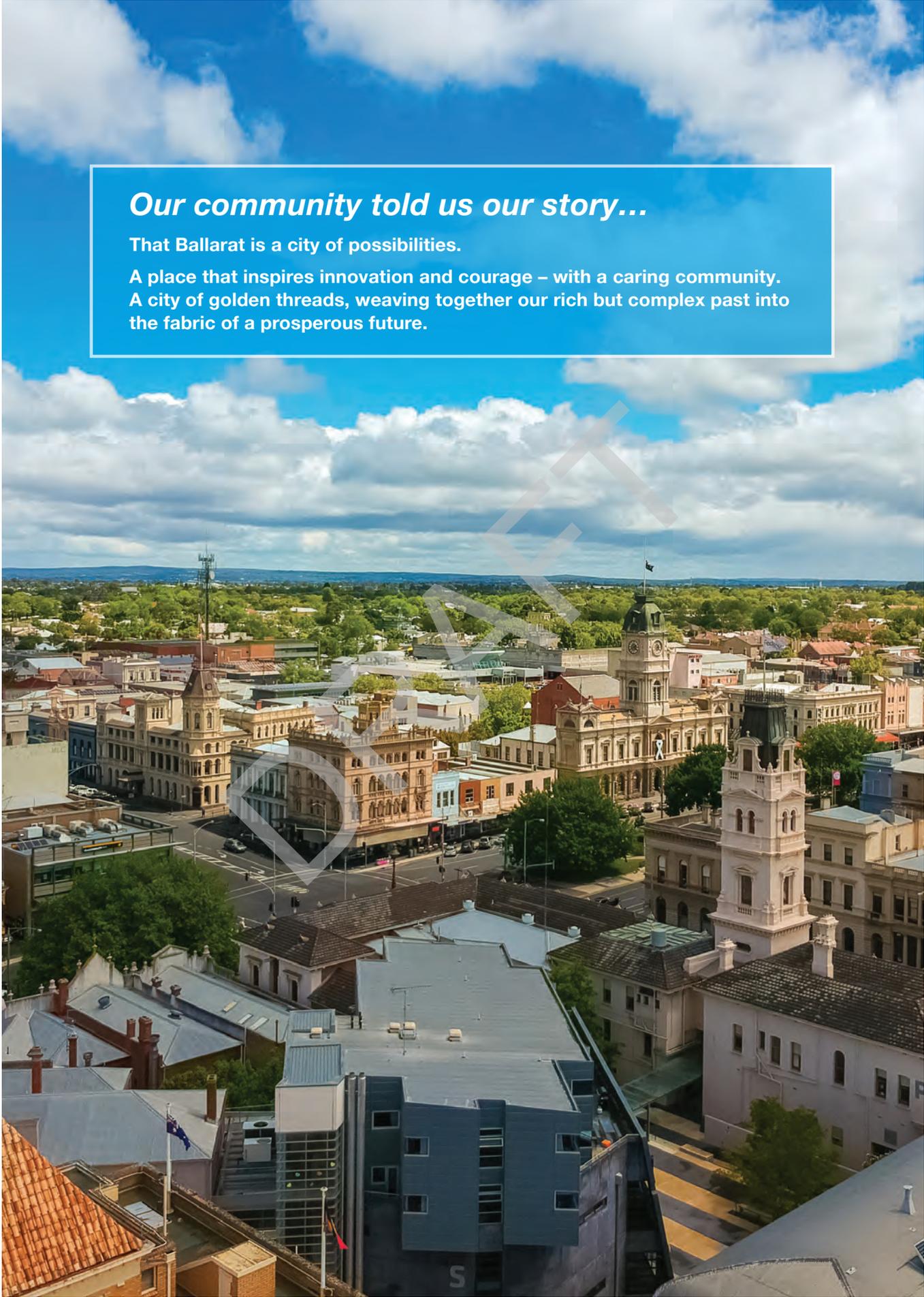
**What proposition does Ballarat offer others – be they future residents, tourists or investors?** What compelling Ballarat advantages would we wish to share? How can our citizens play their own part, and collaborate, to demonstrate ‘our Ballarat’ - to build a more prosperous city for all?

There will be a number of elements to shaping the identify and vision for Ballarat, and this framework is the first step in sharing our story. This will now guide future City of Ballarat strategies and plans, including our city-wide marketing. Other tools will also be developed by Council to assist the Ballarat community and businesses to work towards the vision, including a brand storybook, a Traveller Experience Plan and marketing action plans, as illustrated below.

## Strategic Context (City of Ballarat)



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

An aerial photograph of Ballarat, Australia, showing a mix of historic and modern architecture. The city center is dominated by grand, multi-story buildings with classical architectural features like arches and ornate facades. A prominent clock tower with a green roof is visible. The foreground shows a modern, multi-story building with a grey facade. The background is filled with green trees and a clear blue sky with scattered white clouds. A large, semi-transparent watermark of a stylized 'S' is overlaid on the cityscape.

***Our community told us our story...***

**That Ballarat is a city of possibilities.**

**A place that inspires innovation and courage – with a caring community.  
A city of golden threads, weaving together our rich but complex past into  
the fabric of a prosperous future.**

## Synopsis of The Story of Ballarat

The future possibilities for our city formed the basis of a community conversation in late 2019, in which an estimated 650 residents shared their vision for Ballarat's future story, including what needs to change for our city to be truly prosperous:

**We spoke about Ballarat being a city that cares,** treating residents and visitors alike with compassion.

**We spoke about it being a place where innovation and creation meet,** where we allow ourselves to be inspired or be inspirational.

**We acknowledged that Ballarat is a place of rich and complex histories.** Our stories run through the streets, creeks and between us like golden threads – some jubilant and some heartbreaking.

**We agreed that what unites us is the power of our individuality,** and that together we are confidently designing a prosperous future built on our people, our culture and our character.

### The Setting for our Story

We started our story of our future by shining a light on the conversations we had previously held about what we aspire to for our city, in discussions over the previous five years. We asked ourselves whether we still held these aspirations and wanted them to remain part of our future story. And the answer was yes, we do. They are:

- Our heritage and stories – passing on lessons of the past
- Our enviable lifestyle – both vibrant and relaxed
- A welcoming, inclusive and active city – demonstrating our shared values
- An innovative and clever city - managing its growth sustainably
- A creative and increasingly sophisticated city - drawing attention

### The Resolution we Seek in Our Story

We then scripted an ultimate goal for our protagonist, Ballarat, which is to end this particular story with these outcomes – our vision for Ballarat:

Ballarat is...

**A place that is innovative, courageous and inspiring – with a caring community**

**A city with an embedded culture of innovative thinking and entrepreneurialism,** where the use of data and technology provides better opportunities and lifestyles for all. Jobs growth across knowledge, service and new emerging industry sectors is evident, with business sectors of excellence being celebrated.

**A city where the spark of creativity is nurtured everywhere** to produce thought-provoking and fulfilling human experiences and exciting, world-class offerings for visitors, businesses and residents.

**Confidently designing its future and managing its change, by celebrating its unique identity,** drawing on all the things that set it apart – its people, culture and character. Its sustainable city growth is empathetic to heritage foundations, including an Aboriginal cultural heritage that goes back thousands of years and continues today.

**A leader in the development of renewable energy systems,** with a view to becoming a carbon neutral city. Collaboration across industries, systems and business models is evident in its strong circular economy.

**A compassionate city powered by a community with a high level of emotional intelligence.** Where community connection, health and wellbeing is one of the highest priorities, and this in turn enables strong civic participation, open-mindedness, and self-perpetuating success.

### The Conflict in Our Story – what needs to change to enable us to achieve our vision?

**We agreed our main source of conflict is our collective mindset and behaviours – in particular, conservatism, narrow-mindedness, risk aversion and resistance to change.** Our community expects leadership that is visionary, bold, courageous, inclusive, progressive, and most of all – collaborative. And it expects our citizens to behave in the same way. In addition to this, we spoke of changing our reputation (we are so much more than a cold, goldrush city). We also wish to acknowledge our First Nations People's past and ongoing contributions to this City, to address inequalities, demonstrate leadership in sustainability, encourage better urban design to connect our community, and be adaptive to our changing economy and society.

## The Central Characters in our Story

In describing Ballarat as a person, we described our current character as one that is friendly and caring, yet traditional and stubborn – with a degree of creativity. In terms of the protagonist we need Ballarat to be, **our preferred personality traits are innovative, courageous, inspiring and caring.**

## How do we Talk and Think about Ballarat's Next Chapter? Our Plot framework.

Based on all we aspire to for the city, the plot to connect Ballarat to its ultimate goal has been conceived as the weaving together of 5 golden threads with 3 catalysts for growth. These form the 'framework' to guide how we move Ballarat towards its prosperous future vision.

Our golden threads will be:

- **Our appetite for innovation, entrepreneurship and technology:** This provides us with an ability to be agile, see opportunities in problems and use critical thinking to come up with new solutions to problems. By embracing new technology, different ways of thinking and new perspectives we will also foster a culture of entrepreneurship to attract and retain the brightest and best across our economic sectors and improve opportunities and lifestyles for all.
- **Our innate creativity:** Ballarat is already a city that has notable creative assets, attracts creatives to live and work here, and is experiencing a growth in creative industries. But creativity is not just present in the arts, it is present in all of us. By nurturing that spark of creativity across all sectors of the city we will drive new ideas, help businesses to grow, produce fulfilling experiences for visitors and residents, and provide greater community cohesion and wellbeing.
- **Our heritage:** Our heritage is a fundamental element of our unique identity as a city and is incredibly important to our citizens. It includes our Aboriginal cultural heritage, our histories, people, culture, stories and sense of place as well as our magnificent streetscapes, lakes and public spaces. By continuing to celebrate our heritage in designing the fabric of our future we will attract new residents and visitors and increase our city's liveability. We will keep what we love and value, whilst also enhancing and enriching our city.
- **Our future sustainability:** We cannot continue to enjoy the lifestyle we value in Ballarat without addressing the impact it has on our environment and climate. Through collaborating across

industries, systems and business models to demonstrate leadership and innovation in this area, not only will we grow our circular economy and improve our sustainability, but we have the potential to substantially grow our overall economy as a result.

- **Our resilient and supportive community:** We already see ourselves as a city with a strong sense of community - where we are caring and look out for each other; where we participate in community and service groups; and where we support social enterprise and charity. By continuing to grow this community strength, through acts of compassion, civic involvement, recognition of our Indigenous cultural heritage, understanding of our diverse intercultural communities and creating more opportunities to connect – we will feel part of something bigger, be agents for positive change, heal past wrongs. We will have a more positive, energetic and resilient city.

Our catalysts for growth will be:

- **Our mindset:** This is about being open-minded as a city - open to new ideas, new perspectives, new opportunities. If we can demonstrate strong emotional intelligence as a whole city – understand our strengths but also our weaknesses, be open to new ideas, partnerships and collaborations, and to be able to learn from our mistakes - we will increase our courage, dynamism and energy and continue to attract others who want to work with us.
- **Our behaviour:** This is about demonstrating the behaviours we aspire to for our future Ballarat – being caring, courageous, inspiring and innovative. If we can demonstrate through our behaviour that we are a compassionate, inclusive and empowering community we will be more collaborative and supportive. If we can be courageous rather than seeking to protect the status quo, we will be able to have constructive conversations about what is important to us and take action to make Ballarat a more prosperous place for all.
- **Our changing economy and societal expectations:** Ballarat will be impacted by changing demographics, technology, and expectations of its residents, businesses and visitors just as every other city will in the future. If we can willingly accept this and seek to stay ahead of these changes rather than resist them, we will open up opportunities to increase Ballarat's liveability, connectedness and appeal.

When our community members came together in creative design thinking workshops, they took on the considerations in the golden threads and catalysts, and produced hundreds of ideas of things Ballarat might do to respond to the following questions:

- How might we assist Ballarat to become an internationally recognised place to visit?
- How might we build an outstanding reputation as a place to do business?

- How might we embed a culture of collaboration throughout the city?
- How might we grow and share the pride we have for our city?

All of these ideas – these possibilities - are presented at the end of the Ballarat Prosperity Framework. Some checklist questions to guide everyone’s use of the framework of golden threads and catalysts are also provided.

		The Golden Threads				
The Catalysts		Our appetite for innovation, entrepreneurship and technology	Our innate creativity	Our heritage	Our future sustainability	Our resilient and supportive community
Our mindset		★	★	★	★	★
Our behaviour		★	★	★	★	★
Our changing economy and societal expectations		★	★	★	★	★

DRAFT

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A WHOLE of COMMUNITY  
VISION for OUR FUTURE  
& I D E N T I T Y

Illustrations by Jessamy Gee



## 1. Introduction: The Story of Ballarat – the City of Possibilities

**What is Ballarat’s story? How do you tell the story of a city like ours? Where does it begin? What are the key elements of our plot line? And who are the characters – the protagonists, the antagonists, the supporting personalities?**

Of course, there is no single story – now or ever, and everybody who has ever been here will have their own perceptions, emotions and insights about this rich, multi-layered place. What has made it prosperous in the past, what defines it now and all the things it could be in the future, are a matter of conjecture – the construct of the story-teller. We are all the story-tellers, in this story where Ballarat is our central character.

The next chapter in Ballarat’s story is still unwritten. As we look at the blank page before us, we ask ourselves, ‘Who are we now? What do we want to reach for in the future? Do we need a plot twist to make it happen?’

Ballarat’s next chapter begins today, at the beginning of a new decade in 2020. Whilst we don’t yet know exactly what it will contain, there is no doubt it will have a **central theme – possibilities.**

The future possibilities for our city formed the basis of a community conversation in late 2019, in which an estimated 650 residents shared their vision for Ballarat’s future, including what needs to change for our city to be its best version of itself. The method for the engagement process was creative design thinking; this was not process of rigorous analysis, forecasting and strategising – that will come later– rather, it was

a creative expression of community co-design. We shared our dreams, values, beliefs and concerns with each other, and in doing so built up a vision for an extraordinary city, powered by exceptional people.

We spoke of the traditional owners and First Nations peoples, rebels, innovators, collaborators and dreamers who have come before us to this area seeking their own possibilities, and in doing so, we came up with hundreds of creative ideas for ways we too could play our part in writing the next chapter for Ballarat.

We asked ourselves the question **‘how might we?’** How might we assist Ballarat to become an internationally recognised place to visit? How might we build an outstanding reputation as a place to do business? How might we embed a culture of collaboration throughout the city? How might we grow and share the pride we have for our City?

We also spoke of what we have now, what we value, how we see Ballarat now, how we’d like to see Ballarat in the future – and what is holding us back.

Read on...



## 2. The Opening Chapter: our setting

**We started our story for our future by shining a light on conversations we had previously about what we aspire to for Ballarat, by reviewing all the aspirations and acknowledgements that had already been recorded between 2014 and 2019.**

Whether we have yet achieved these aspirations was not the subject of our consideration – rather, we asked ourselves whether we still held them and wanted them to remain part of our future story. And the answer was yes, we do.

They are:

### **Our heritage and stories – passing on lessons of the past<sup>1</sup>**

**We love our heritage – be it cultural, natural, historic or architectural. Our historic heart, streetscapes, views and sense of history are an important part of Ballarat.**

Our heritage contributes market value – via cultural tourism, arts, recreation and liveability. Our heritage assets are also a ‘public good’, contributing to our city’s culture. Whilst we understand the need for change, we want to make social and economic change in a way that sustains our heritage.

We highly value our heritage as reflected in our magnificent public buildings and streetscapes, and we respect and value the considerable contribution of our Aboriginal heritage and the continuing Wadawurrung culture.

### **Ballarat’s stories are a valuable tool in passing on knowledge, inspiring change and attracting tourists, residents and industries to Ballarat.**

Culture and heritage offerings for our visitors is something we want to continue. We value our tales of gold, with the Eureka story being a significant part of our local and national identity and sense of place. We want it to be interpreted and accessible for residents and visitors alike.

1. This information has been summarised from consultation data for the following City of Ballarat plans / projects:

- *Our People Culture and Place*. A plan to sustain Ballarat’s Heritage 2017-2030
- *Bakery Hill Urban Renewal Project: Response to Feedback* (2019)
- *Making Ballarat Central: CBD Action Plan 2017-2021*
- *Ballarat East Local Area Plan* (2019)
- Consultation in 2018-2019 for *Eureka Centre and Eureka Stockade Memorial Gardens Interpretation Plan* (being prepared)
- Background research to inform Visit Ballarat’s *Made of Ballarat* Campaign, 2017

## Our enviable lifestyle – both vibrant and relaxed<sup>2</sup>

**We love our great lifestyle in Ballarat. Our city is easy to move around, we have access to greenery with our beautiful parks and gardens and we have all the benefits of excellent health and education facilities, community involvement and city infrastructure.**

We love our natural environment, our settlement and liveability, our tapestry of distinctive streetscapes and a diversity of housing to suit all needs. Our location means we are not far from a capital city, but our growing city is also catering well to our sporting, cultural and recreation needs - offering vibrancy as well as a friendly community. We celebrate our well-defined seasons.

**We are particularly proud of our beautiful historic CBD and of Lake Wendouree, the ‘jewel in our crown’.** Lake Wendouree is a drawcard for locals and tourists alike, with fine gardens, passive and active recreational opportunities, events and a strong historical context.

## A welcoming, inclusive and active city – demonstrating our shared values<sup>3</sup>

**We love our friendly and welcoming city with a strong sense of community.** We want it to advance the liveability and prosperous health of people of all abilities and ages. **We want our citizens to have active, healthy and happy lifestyles and to be able to participate in Ballarat life** – be it through sports, active citizenship, leadership or other pursuits. We also want a Ballarat that is welcoming, warm and embracing, with a ‘heart of gold’.

We are an inclusive intercultural community that celebrates a diversity that has continued to grow since the goldrush, when we were one of the most cosmopolitan cities in the world. **Our shared values are freedom, democracy, social inclusion, the rule of law and equal opportunity.**

We are a community that respects all its members and assists them to maintain independence and participate in civic society. We provide the support needed for healthy children and thriving families as well as for our ageing population; and we have a community that encourages healthy eating, active living, strong mental health and community safety and equality.

2. This information has been summarised from consultation data for the following City of Ballarat plans / projects:

- *Today Tomorrow Together: The Ballarat Strategy – Our Vision for 2040 (2015)*
- *Economic Program 2015-2019*
- *Lake Wendouree Master Plan (2017)*
- *Making Ballarat Central: CBD Action Plan 2017-2021*
- Consumer research to inform Visit Ballarat’s *Made of Ballarat* Campaign, 2017
- *Ballarat East Local Area Plan (2019)*

3. This information has been summarised from consultation data for the following City of Ballarat plans / projects:

- Community Consultation for Active Ballarat Strategy (being prepared) (2018)
- Ballarat Intercultural City Strategic Plan 2018-2021
- Community Consultation for Growing Older Well in Ballarat Strategy (being prepared) (2018)
- Municipal Early Years Plan 2015-2018
- Municipal Public Health and Wellbeing Plan 2017-2021
- Consumer research for Visit Ballarat Brand Story, 2015
- *Today Tomorrow Together: The Ballarat Strategy – Our Vision for 2040 (2015)*
- *Making Ballarat Central: CBD Action Plan 2017-2021*
- Consumer research to inform Visit Ballarat’s *Made of Ballarat* Campaign, 2017

## An innovative and clever city - managing its growth sustainably<sup>4</sup>

**We are a city well-placed as the capital of Western Victoria, and this is supported by strong population growth** as well as record levels of government infrastructure investment. Already a home to internationally-recognised organisations, Ballarat has an economy that is growing and diversifying. New businesses are constantly attracted to Ballarat, with precinct planning projects in place to support sustainable residential and business growth. Ballarat already does, and is in a strong position to continue to, capitalise on the economic benefits of inbound and outbound international engagement and foreign direct investment attraction.

**Our community wants our city to grow in a way that is empathetic to our heritage, but that also leverages the benefits of entrepreneurship, technology and innovation.** This, combined with the strong university presence in the city, provides strong potential for Ballarat to become a premier technology and knowledge-based regional economy.

We want to see increasing levels of start-up and service industries and **we want to be seen by others as entrepreneurial and inventive.** We are starting to use clever technology, combined with a collaborative and open approach to sharing knowledge and data – which will facilitate innovation and produce better outcomes for our community.

**We want Ballarat to have an economy and community ‘powered by STEAM’**, one which takes the critical and creative thinking skills of science, technology, engineering, arts and mathematics, and embeds them into the wider life of Ballarat – brokering relationships between industries and sectors to benefit all.

## A creative and increasingly sophisticated city - drawing attention<sup>5</sup>

**“Ballarat is an iconic city that inspires creativity, demands discovery and rewards the inquisitive.”**

We want a city that has visible creativity, embedded in the wider life of Ballarat; that seeks out new audiences, participants and markets for its creative endeavours; that sustains creative practitioners and industries; that demonstrates innovation and experimental cultural offerings, as well as ground-breaking creative institutions and a world-class creative precinct.

**We want to share our distinctive Ballarat story – people, culture, place – with the world.** We want to be seen by others as artistic, elegant, creative, but also progressive and inventive. We want a CBD that is elegant and beautiful; exciting and multi-layered. We want it to reflect our heritage and living history, whilst showcasing our innovation, creativity and vibrancy. We appreciate our strong arts community, reflected in our galleries, theatres and university town.

Our world-class tourist attractions are there for visitors and residents to enjoy. Ballarat is also a compelling destination for events, which should all make a positive difference to Ballarat – generating economic, social and reputational benefits. **Population growth is bringing sophistication and energy into the city, with artisans and new business operators shaping a fresh face for Ballarat** – with a focus on arts and culture, sports, seasonal food, wine and craft beer. Spaces such as our CBD and Lake precincts offer wonderful cultural and event destinations.

4. This information has been summarised from consultation data for the following City of Ballarat plans / projects:

- Ballarat’s Creative City Strategy (2019)
- Smart City Framework (2019)
- International Business and Trade Engagement Framework (internal document) (2019)
- Economic Program 2015-2019
- Consumer research to inform Visit Ballarat’s Made of Ballarat Campaign, 2017

5. This information has been summarised from consultation data for the following City of Ballarat plans / projects:

- Ballarat’s Creative City Strategy (2019)
- Making Ballarat Central: CBD Action Plan 2017-2021
- Lake Wendouree Master Plan (2017)
- Ballarat Events Strategy 2018-2028 (internal document)
- Consumer research to inform Visit Ballarat’s Made of Ballarat Campaign, 2017

### 3. Looking Ahead to Future Chapters – what is the resolution we seek?

#### *Our community told us our story...*

That Ballarat is a city of possibilities.

A place that inspires innovation and courage – with a caring community.  
A city of golden threads, weaving together our rich but complex past into the fabric of a prosperous future.

#### We jump forward now to our closing chapters – how do we want this story to conclude? What possibilities would we like to realise?

Our conversation in 2019 confirmed that much of what is valued now – in particular those values and assets that underpin our current **Ballarat lifestyle** – are what we want to retain in the future.

We talked about a city with a relaxed pace and space to move freely, one where we can easily access our unique surrounding villages, townships and rural spaces; with excellent infrastructure, education and health services and natural assets; where our history and heritage is valued and forms part of our future; where we appreciate we have strong Aboriginal connections that go back thousands of years and

still continue today; and where we have a friendly, healthy, welcoming and connected community. We know that better public transport connections, more sustainable (and green) living and growth, and visionary urban design will be required to maintain all these things. We know Ballarat will grow, but we believe we can accommodate this whilst continuing to improve our residents' quality of life – we do not have to compromise.

There was a clear message regarding our future Ballarat – **keep it as 'Ballarat'**; do not let it become an overflow or commuter suburb for Melbourne.



## The Future Possibilities for Ballarat – our Vision

**Our ultimate goal for our protagonist, Ballarat, is to end this particular story like this:**

Our Ballarat of the future will be sovereign and distinctive – sophisticated, confident and proud. **We will write our own story, of a city where leaders are strong, visionary, united and not afraid to take risks;** where they advocate for an outward-looking, creative, and thriving city. **Where citizens are empowered and empower others;** are diverse yet united; are energised, happy, inclusive, optimistic, healthy and bold. Most importantly, it will be **a compassionate city** – caring, connected, community members will be welcoming, will look out for each other and will not be afraid to address and learn from mistakes of the past.

**“Crazy stuff happens here”**  
**– a city of possibilities** (workshop participant)

**Ballarat will be a city with a clear focus on sustainable growth** – it will be carbon neutral; a renewable energy innovator, with design that demonstrates this and economic growth that has leveraged it. **Its superb education and health facilities will be signifying world - class innovation;** research and teaching and will be stand-outs within its diverse economy and will attract an international student and research base that will energise the city. **Entrepreneurship, clever thinking and creativity will be a golden thread connecting the city,** via its industries, education facilities and communities. A focus on innovation and forward-

thinking has always been and will continue to be part of its DNA, and it will continue to attract like-minded people and businesses from other places.

***This story and history is not just a preservation tool, it can be so much more...*** (workshop participant)

Ballarat’s incredible history, culture including Aboriginal cultural heritage and creativity will be **evident to all** – it will underpin delightful and thought-provoking experiences for visitors, it will enrich the character of our city and the lives of our citizens, and it will tell our story to the world. A sense of irony and playfulness in how we present it will demonstrate our pride in what we have.

***A caring community - staying with the humanity of it all*** (workshop participant)

We will continue to have **beautiful built form and thoughtful and visionary urban design** – but it will change with time to provide **more green spaces, more public and civic spaces, more gathering places;** less room for cars and more room for people to get out of cars and connect. Similarly, technology will change how we live. Autonomous vehicles, drone deliveries, robotics – they are all an important part of our future, but **the most important thing of all – what makes us distinctly Ballarat - will always be our people.**

*We spoke about Ballarat being a city that cares, treating residents and visitors alike with compassion.*

*We spoke about it being a place where innovation and creation meet, where we allow ourselves to be inspired or be inspirational.*

*We acknowledged that Ballarat is a place of rich and complex histories. Our stories run through the streets, creeks and between us like golden threads – some jubilant and some heartbreaking.*

*We agreed that what unites us is the power of our individuality, and that together we are confidently designing a prosperous future built on our people, our culture and our character.*



## 4. What Needs to Change to Get Us There? The conflict in our story...

There was a very clear message from our community about what will hold us back from the future we want, and it was based around **our collective mindset and behaviours** – in particular, conservatism, narrow-mindedness, risk aversion and resistance to change. Related to this, the perpetuation of old-fashioned power structures, negativity and unnecessary competitiveness in the public domain were all called out by the community.

Our community expects **leadership** that is visionary, bold, courageous, inclusive, progressive, and most of all – **collaborative**. And it expects our citizens to behave in the same way.

**“Time to stop competing; there is a narrow-mindedness against collaboration and working together”**

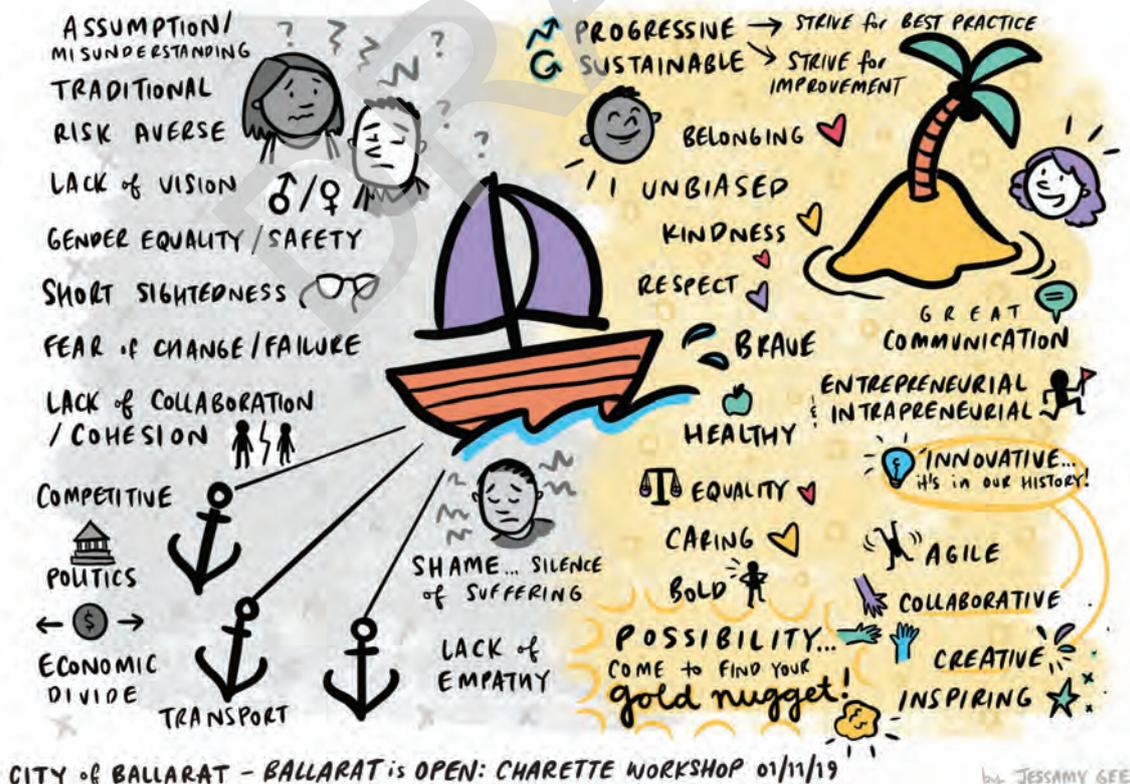
That is not to say we expect opinion to be unanimous; on the contrary, we want greater diversity of opinion, culture and debate – but we want to carry out such

debate in a way that is **respectful, brave and inspiring**.

We do not want to see a focus on self-interest, short-termism, in-fighting or the small details – but rather on overall community benefit, ownership of issues and a **united vision for our city**.

We want to be able to **trust and support** each other; to celebrate our achievements and to learn from our mistakes. When we behave with authenticity and bravery we will trust each other, and this will enable us to be more **agile, resilient, innovative, creative** and see the possibilities for our city. It will facilitate greater engagement in the conversations happening across our civic entities and community.

Our collective **emotional intelligence** will be considered one of our greatest assets.



## What else?

In addition to behaviours we wanted to see the following change:

### **Ballarat's reputation:**

The assumption by others that Ballarat is 'cold', or 'just another country town' is something we wish to change. What's wrong with being cold? How could this be used to our advantage? Aren't our seasons something we value and others can value also? How do we portray Ballarat as a thriving and vibrant city with the benefits of a friendly and caring community? How do we flip those negative assumptions into positives? How do we demonstrate we are more than a 'goldrush' city; that we have strong Aboriginal cultural connections in Ballarat that go back thousands of years and still continue today?

The other blight on Ballarat's reputation is that of the suffering associated with institutional abuse. We must continue on a journey of support and healing in relation to this.

### **Addressing inequality and social imbalances:**

Poverty, intergenerational trauma, violence against women, mental health and drug abuse issues – these are all issues our community must take responsibility for tackling. This will be how we demonstrate we are a compassionate community.

### **Leadership in environmental sustainability:**

How can Ballarat demonstrate innovation and leadership in embracing a carbon neutral, circular economy? Can we be a leader in renewable energy? Our community will continue to expect leadership in this area and will want to be active participants.

### **Buildings and urban design that further connects the community:**

We are concerned the long-term planning for growth in our housing stock will result in crowded homes - lacking in character, sprawling into our suburbs, without the necessary social infrastructure, public transport, cycling and walking path connections to facilitate the community connectivity and cohesion we desire. We are concerned there will not be enough smaller, affordable rental housing stock to meet the needs of our community. Furthermore, we don't want our love of our heritage buildings to mean we focus on retaining them as they are, rather than using them to meet the changing needs of our community. What can we do differently?

### **Adaptation to our changing economy and society:**

We are seeing changes in Ballarat that are following global trends. The restructuring of our manufacturing industries and the changing nature of retail in line with consumer expectations are seeing declines in these job numbers and changes in our CBD. But how do we stay ahead of the curve? Our workforce will need to continue to restructure, and this requires locals to be adept at training and reskilling – being able to shift from job to job, to easily accommodate change. How can we continue to embrace those skills required to future-proof our working lives – entrepreneurship and enterprise, agility and resilience? How do we support our young people to develop critical thinking and problem-solving skills based on science, technology, engineering, arts and mathematics? Can Ballarat leverage its outstanding health, education and information technology sectors to become a city of excellence in continuous learning?

## 5. Our Central Characters

### How We See Ballarat Now

Our community conversation sought to explore and describe the personality and identity of the main character in our story, Ballarat. Hundreds of community members indicated their view of the personality of Ballarat in the present, drawing on the concept of personality archetypes developed from the work of the psychologist Carl Jung. Based on this feedback, the top three descriptions were:

1. Friendly, caring and generous (the caregiver)
2. Innovative, artistic and inventive (the creator)
3. Naïve, humble, a bit traditional (the innocent)

How accurate is this description? When we took a slightly different approach, asking workshop participants to choose not from groups of three descriptors, but rather the individual adjectives a different picture emerged:

1. Traditional (people said they would have preferred conservative)
2. Stubborn
3. Caring

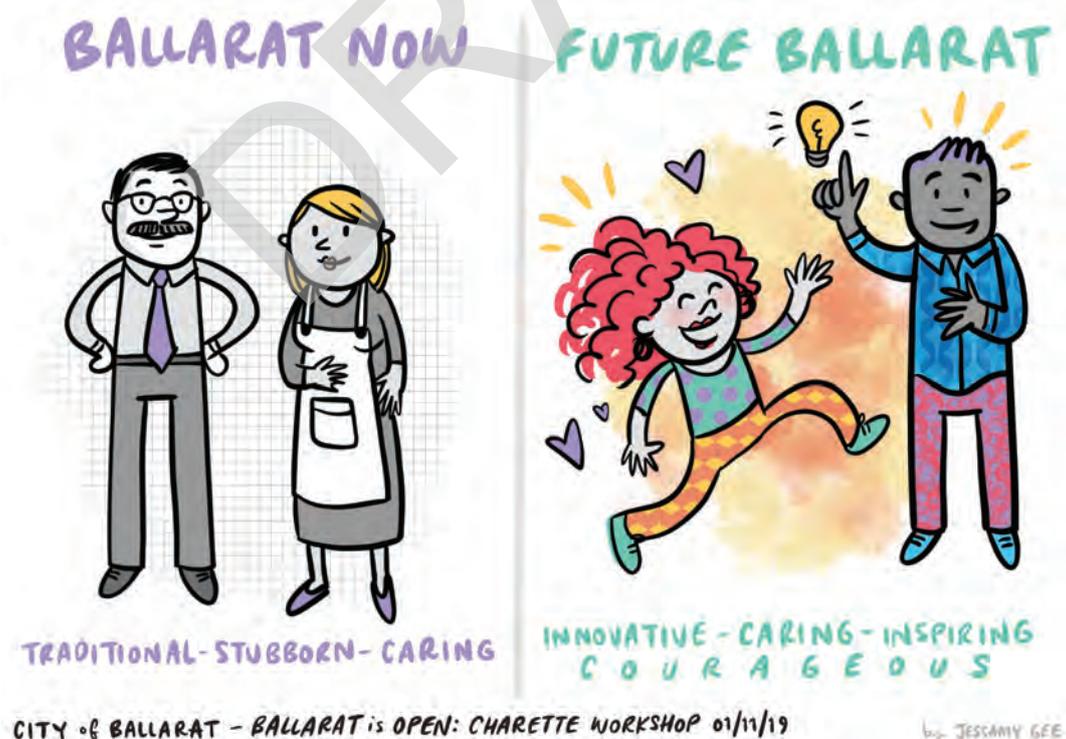
**Traditional/conservative and caring are two traits underpinning how our current Ballarat was referred to throughout all facets of the engagement.**

Whilst not negative character traits as such, we should ask ourselves whether this character is perhaps behaving as an antagonist in our story – will this version of Ballarat prevent us achieving our vision?

### How we see Ballarat in the Future

What do we want our protagonist's personality to be? The design sprint participants were asked to nominate character traits of the Ballarat they wanted for the future. The results were:

1. Innovative
2. Courageous
3. Inspiring
4. Caring



## 6. How do we Talk and Think about Ballarat's Next Chapter? Our plot framework

The story of gold was responsible for one of the greatest goldrushes the world has seen, with Ballarat the setting for a myriad of stories – some jubilant, some heartbreaking – with characters including the miners, women, children, Aboriginal people, Chinese and other non-European migrants.

The Battle of Eureka is a foundation legend of hope and struggle that forms a significant part of our local and national identity and sense of place. And it started with a desire of people from all over the world to seek their own future possibilities in coming to the area we call Ballarat. It resulted in many stories of heroes, innovators, inventors, rebels and visionaries that we could celebrate and emulate in writing our next chapter.

Whether Ballarat is on the cusp of a 'new goldrush' we cannot be sure, but what was clear as a result of our community conversations was that our future vision for Ballarat will be tied together by a number of 'golden threads'. By allowing them to guide our future plot will we move closer to our desired future vision.

### The Golden Threads

#### Our appetite for innovation, entrepreneurship and technology

Our city will become more energetic, edgy and adaptable to inevitable global changes if we can retain and attract citizens who demonstrate the ability to be agile, to see opportunities in problems and to use critical thinking to come up with new solutions. As Australia and Ballarat continues to transform into a strong knowledge-based economy, our resilience will be heavily reliant on growing such industries locally and being ready to embrace new industries of the future. We need to focus on retaining our young people who come here to attend our universities and providing opportunities for those diverse population groups moving to Ballarat with new perspectives and ideas – by fostering a culture of entrepreneurship. We need to embrace digital transformation to provide economic growth and a better lifestyle for everyone – the internet of things, big data, artificial intelligence – they all open up amazing possibilities.

#### Our innate creativity

In a world where old systems and power structures are rapidly crumbling, we are moving towards an exciting future of advanced creativity. People are seeking experiences that provide a sense of emotional fulfilment, identity and curiosity, and we need to be able to deliver them. We know that a creative city is one that can wear the changes in economic forces, deliver new ideas, drive businesses to grow and provide greater community cohesion and wellbeing. Ballarat is already a city that has notable creative assets, attracts creatives to live and work here, and is experiencing a growth in creative industries. We need to stay on that path. The creative sector in Ballarat is crucial to our prosperity, helping create better people and better places to live and work. It is creative thinking that helps all sectors to blossom, and underpins a healthier, happier and wealthier city.

#### Our heritage

Our heritage - which includes our magnificent streetscapes, public spaces, lakes, stories, people, culture, including Aboriginal cultural heritage and sense of place - is incredibly important to our citizens. It is something that attracts new residents and visitors and contributes market value to our city – via cultural tourism, arts, recreation and liveability. Our heritage assets provide 'public good', contributing to our city's culture. We wouldn't be Ballarat without it, and it will always be a golden thread.

#### Our future sustainability

Protecting our planet is increasingly considered one of the most important issues of our age – and this was also a clear concern voiced in our community conversations. Sustainability in the Ballarat context could range from supporting our citizens in daily behaviour change, to ensuring locally sustainable food systems, to becoming a national leader in renewable energy and substantially growing our economy as a result. We know that to sustain our Ballarat lifestyle we love so much, we also need to sustain our natural environment. The notion of a sustainable and circular economy will inevitably be a golden thread in Ballarat's future.

### Our resilient and supportive community

Globally, people are looking for greater authenticity and connection locally. A decline in trust in institutions and a strong sense of civic humanism is fuelling a strong desire for individuals to feel part of something bigger, and to be agents of positive change. To be individually unique, but united by a sense of common purpose; to find belonging with like-minded people. These aspirations came through very strongly in our conversations, indicating a sense of community in Ballarat that values strong health and wellbeing, compassionate concern and care for others, and a sense of pride in having a connectedness that would not be found in a large city. Continuing to grow this community strength will make us a more positive, energetic and resilient city. We know what unites us is the power of our differences and individuality. As such, we wish to increase our understanding of and collaboration with our traditional owners and First Nations peoples, intercultural communities and other diverse groups within our City.

*The golden threads will weave their way through a plot matrix which also includes three catalysts.*

## The Catalysts

### Our mindset

In terms of where we invest our future efforts and resources, and the identity we continue to develop for Ballarat - we have the benefit of latitude and possibilities. We have a number of strong industries, we have universities, we have population growth, we have the physical space for new urban growth, infill development and adaptive reuse - and whilst there will always be past legacies, we are relatively unencumbered. We can be lateral about who we partner and collaborate with in the next chapter for our city. It comes down to a point of view – understanding all the things we have to leverage and being entrepreneurial, enterprising and courageous about doing it.

Our community recognised that our collective positive emotional intelligence (EQ) will be one of the most crucial skills for us to exhibit in the future.

### Our behaviour

Our future behaviour needs to be all be about greater problem-solving, celebrating our success and having constructive conversations about what matters to us. We will demonstrate through our actions that we are a compassionate, inclusive and empowering community and we will collaborate and support each other. Collectively, we will not be afraid of taking risks and we will seek to learn from our failures.

### Our changing economy and societal expectations

Cities are being restructured by changing demographics and technology, and Ballarat is no exception to this. We have less people affiliating with religion than ever before, we have higher numbers of residents of different nationalities, our younger generations are moving beyond traditional binary notions of identity and our older generations are healthier and more active than before and expecting to have active engagement in their community.

Our adoption of technology is changing our economy, with automation and advanced manufacturing restructuring our traditional industries and moving us into more knowledge-based occupations. Our future will see a greater shared economy, where traditional business networks will evolve into business ecosystems, and resources will be shared to increase efficiency for all.

Our standards of living are advanced, and we will increasingly expect choice, hyper-personalisation and incentivisation for certain behaviours. A one-size-fits-all approach will no longer be acceptable in our consumer economy.

CATALYSTS golden threads

OUR APPETITE for INNOVATION, ENTREPRENEURSHIP & TECH

OUR INNATE CREATIVITY

OUR HERITAGE

OUR FUTURE SUSTAINABILITY

OUR RESILIENT and SUPPORTIVE COMMUNITY

OUR MINDSET

OUR BEHAVIOUR

OUR CHANGING ECONOMY and EXPECTATIONS

## Our plot matrix:

The Catalysts	The Golden Threads				
	Our appetite for innovation, entrepreneurship and technology	Our innate creativity	Our heritage	Our future sustainability	Our resilient and supportive community
Our mindset	★	★	★	★	★
Our behaviour	★	★	★	★	★
Our changing economy and societal expectations	★	★	★	★	★

## Our plot narrative:

How we see Ballarat Now	How we see Ballarat in the Future
A municipality that is conservative and quite traditional, yet friendly.	A place that is innovative, courageous and inspiring – with a caring community.
A city with pockets of innovation and agile thinking, following trends in adoption of new technologies, with strong growth across its traditional industry sectors	A city with an embedded culture of innovative thinking and entrepreneurialism, where the use of data and technology provides better opportunities and lifestyles for all. Jobs growth across knowledge, service and new emerging industry sectors is evident and business sectors of excellence are celebrated.
A city finding its creative edge and receiving external recognition for it - producing unique cultural events, festivals and experiences based on a strong legacy of the arts.	A city where the spark of creativity is nurtured everywhere to produce thought-provoking and fulfilling human experiences and exciting, world-class offerings for visitors, businesses and residents.
The city's historic heart, streetscapes, views and goldrush history provide a strong sense of pride for residents and are the backdrop for much of its visitor economy.	In confidently designing its future and managing its change, the city celebrates its unique identity, drawing on all the things that set it apart – its people, culture and character. Its sustainable city growth is empathetic to heritage foundations, including Aboriginal cultural heritage.
A city having engaged conversations about managing waste and protecting its natural assets, in the context of rapid global change and concern about the planet's sustainability.	A leader in the development of renewable energy systems, with a view to becoming a carbon neutral city. Collaboration across industries, systems and business models is evident in its strong circular economy.
A strong sense of community – where people are friendly, look out for each other and care for the less advantaged - and are increasingly demonstrating this through starting social enterprises, fundraising and participation in active community groups.	A compassionate powered by a community with a high level of emotional intelligence. Where community connection, health and wellbeing is one of the highest priorities, and this in turn enables strong civic participation, open-mindedness, and self-perpetuating success.

## 7. How Might We All Play Our Part?

### Using the Plot Matrix (Framework)

Playing our part in putting the framework into action can be as simple as using the plot matrix as a checklist for what we do.

When considering an idea, initiative or plan, to guide our decision making we could ask ourselves whether it meets the intent of any or some of the five golden threads or three catalysts. If it does, then it is likely it will also be one of the many threads weaving 'the fabric of our prosperous future', contributing to the likelihood of our community achieving its aspirations and vision for Ballarat.

These check questions may assist:

#### Golden Thread: Our appetite for innovation, entrepreneurship and technology

- Does my idea, initiative plan etc seek to address a problem using a novel approach?
- Am I potentially finding an opportunity in what might have traditionally been viewed as a problem?
- Does my solution include the use of technology or data?
- Is what I am doing likely to contribute to a continuing culture of entrepreneurship and enterprise for Ballarat?
- Is it likely to result in new jobs in Ballarat, particularly in knowledge-based or service industries?
- Is it likely to involve new perspectives or different ways of thinking?

#### Golden Thread: Our innate creativity

- Does my idea, initiative, plan etc use creative ways of thinking or creative practice?
- Does it leverage Ballarat's existing creative industries, artists or venues?
- Does it provide potential for new creative assets, experiences or jobs for Ballarat?
- Does it nurture the 'spark of creativity' present in such endeavours as science, technology, engineering, arts and mathematics (STEAM) to develop a new approach to something?
- Does it create new audiences or participants in creative endeavours in Ballarat?
- Does it create a new thought-provoking or fulfilling offering for visitors and residents (such as an event, festival or venue)?
- Does it contribute to a perception of Ballarat as a creative place?

#### Golden Thread: Our heritage

- Does my idea, initiative, plan etc celebrate Ballarat's heritage in some way?
- Does it tell or share any of Ballarat's myriad of 'stories'?
- Does it contribute to Ballarat's sense of 'place' – for example, our history, people, culture, character?
- Does it design the fabric of Ballarat's future in a way that also acknowledges its past?
- Is it in some way uniquely 'Ballarat'?
- Does it share the heritage of Ballarat in some way with visitors and residents?
- Does it acknowledge or appropriately share the story of significant Wadawurrung and Dja Dja Wurrung Aboriginal cultural heritage sites, practices, stories or contact history?

#### Golden Thread: Our future sustainability

- Does my idea, initiative, plan etc contribute to the notion of a circular economy?
- Is it promoting or contributing to more sustainable living in Ballarat?
- Does it encourage our citizens to behave in a way that improves our sustainability?
- Does it raise the profile of Ballarat as a place that cares about our environment and climate and acts accordingly?
- Does it involve collaboration across industry, systems or business models to achieve greater waste reduction or sustainability?

### Golden Thread: Our resilient and supportive community

- Does my idea, initiative, plan etc contribute to a more connected Ballarat community?
- Does it involve collaboration between community groups or members to achieve an outcome?
- Does it involve action to demonstrate compassion to others – eg giving or sharing food, shelter, support or learning?
- Does it require a degree of volunteerism by community members?
- Does it contribute to greater health and wellbeing for our community?
- Does it enable civic participation in Ballarat life?
- Does it seek to celebrate or empower other community members?
- Does it promote greater understanding of and support for our Traditional Owners and First Nations Peoples?
- Does it promote greater understanding of and support for our inter-cultural communities?

### Catalyst: Our mindset

- Does my idea, initiative, plan etc seek to involve new ideas and perspectives?
- Does it take advantage of an identified opportunity or strength present in Ballarat?
- Does it involve the forming of new partnerships and collaborations within or outside the City?
- Does it seek to bring the expertise or knowledge of different groups, businesses, organisations into Ballarat?
- Does it seek to share the expertise or knowledge from our City with others inside and outside of Ballarat - with a view to growing and using that knowledge in a positive way?
- Does it seek to learn lessons from past mistakes made in order to do things differently in the future?

### Catalyst: Our behaviour

- Does my idea, initiative, plan etc assist people in Ballarat to demonstrate care and compassion for others?
- Does it seek to take concerted action to make Ballarat a better place for all?
- Does it require the demonstration of courage in taking a course of action to achieve bigger-picture outcomes?
- Does it seek to inspire others to take courageous action?
- Does it broker relationships between community, industry and other sectors within the city to benefit all?
- Does it provide opportunity to acknowledge and celebrate the achievements or potential of others in our city?
- Does it support others in a way that will empower them to continue to achieve?
- Does it demonstrate how Ballarat can be an inclusive city, welcoming and involving diverse groups of people?

### Catalyst: Our changing economy and societal expectations

- Does my idea, initiative, plan etc respond to changes that are happening or anticipated in our wider economy and society?
- Does it seek to respond to these changes in a positive and proactive way, providing benefits for our citizens, businesses and visitors?
- Does it demonstrate to those outside of Ballarat that we are a progressive and innovative city, willing to embrace and respond to the benefits of new technology, changing demographics and changing expectations?
- Does it seek to put Ballarat 'ahead of the curve' in doing things in a future-focussed way?

## Presenting Some of the Possibilities

When our community members came together to consider their future vision for Ballarat, they took up the challenge to take on those behaviours we speak of for our future. They opened their minds, focussed on overall community benefit, let themselves be visionary, creative and innovative, and collaborated. The results were hundreds of ideas for ways we could all play our part in the next chapter of Ballarat's story of possibilities.

In addition to the ideas below, the creative suggestions from our community workshops are presented in accordance with our plot matrix at Appendix 1. Whilst they are only ideas at present, they indicate what might be possible if we all work together to our shared vision. And wouldn't it be wonderful if some of them played out?

## How might we become an internationally recognised place? Some creative ideas from the community...



**Some other suggestions from the community creative design workshops:**

**Stage major events and festivals with a focus on health and wellbeing**, including sporting carnivals.

**Encourage the presence of classic cars throughout our historic CBD** - allow them to be parked free of charge!

**Leverage our mining infrastructure for visitor experiences** - eg underground shuttles, tours and walks using existing mine shafts.

**Share our unique Ballarat history in new ways** - through light shows, augmented reality history walks, or holograms. Imagine a hologram of Peter Lalor telling you the Eureka story out front of the Mining Exchange...

**Use our Ballarat icons to create unique visitor experiences** - what about 'Where's Ballarat Bertie', 'Swan Cam', or 'Black Swan autonomous shuttles'?

**Create compassionate art, spaces and places** - to acknowledge our community's past hurts and wrongs and to promote community healing...

**Provide hyper-personalised services to welcome our visitors**, such as online chats or roaming Ballarat ambassadors.

**Demonstrate our sustainability goals to visitors** - eg facilitating a 'city within a city' tiny house precinct or electric car charging points at our tourist attractions.

**Speak boldly about our creativity** - encourage artists such as musicians to come to Ballarat on their itineraries; put out an EOI for 'the next big thing' arts festival idea or commission an international artist to co-create a public artwork with our community.

## How might we build an outstanding reputation as a place to do business? Some creative ideas from the community...



### Some other suggestions from the community creative design workshops:

**Host events to attract national and international business leaders** - eg national CEO forum, international start up pitch competitions, hosting international speakers.

**Boldly reuse our historic buildings** for business as well as inner-city living.

**Engage in positive psychology programs** to develop resilience for businesses.

**Organise business exchange programs** (within Ballarat and with other cities) - to seek new ways of solving business problems.

**Support entrepreneurs** via angel investment funds, pitch competitions, start up support and mentoring programs.

**Use our excellent technological infrastructure to support our sustainability goals** (eg wifi, sensors, Internet of Things) - less waste, more efficiency whilst providing commercial value and informed decision-making.

**Offer leading business support for creative industries** - spaces, grants, education and skills programs.

**Offer outstanding convention and conferencing facilities**, catering for business events on a large scale with the best technology.

## How might we embed a culture of collaboration throughout the city? Some creative ideas from the community...



### Some other suggestions from the community creative design workshops:

**Celebrate the success of previous Ballarat residents who have done great things** - Invite them to be our Ballarat 'ambassadors'

**Develop the mechanisms to understand community problems** (eg a 'community challenges portal') – and hold regular community 'think tanks' to consider creative solutions, ensuring representation from diverse groups in the community

**'Pay it forward'**  
- successful Ballarat entrepreneurs champion and mentor new start ups

**Share our local produce** with each other throughout the city - with honesty boxes for payment

**Establish community gardens** throughout our city (eg use our nature strips and roundabouts), with community garden 'mentors'

**Electronic whiteboards throughout the city** for citizens to have visible, accountable conversations about how Ballarat can be a more collaborative city; or to vote on ideas

**Support our growing social enterprises** - which are finding entrepreneurial ways to respond to community 'problems'

**Landlords support affordable use of empty storefronts** for 'pop up' shops / studios / spaces for locals - which may develop into longer tenancies if successful

## How might we grow and share the pride we have for the City? Some creative ideas from the community...



Some other suggestions from the community creative design workshops:

**A 'Ballarat App' for promoting all the things for locals to experience** (entertainment, hospitality, shopping etc) and for blogs to tell our stories as locals.

**Demonstrate world's best practice** in responding to institutional abuse victims.

**Invite children to tell us about their favourite Ballarat things**, via art - projected around the city.

**Story-telling to share our pride in our city** Write the 'Book of Ballarat' every decade to share the amazing things we did.

**Actors positioned around the city** tell the stories of the city for all to hear.

**Incentivise Ballarat heritage restoration by homeowners** - eg via competitions or reality television shows.

**Zero-emissions public transport** puts us on the map.

**Further develop our strong sporting focus** - eg attract the Commonwealth Games.

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**Appendix 1: Creative ideas from our Community using the Framework: How Might We?**

*In honouring the inspired input to the Ballarat is Open creative design thinking workshops, here is a range of the community's suggestions. There are some nuggets in here – might you consider adopting them?*

**How might we become an internationally recognised place to visit?**

	Our Appetite for Innovation, Entrepreneurship and Technology	Our Innate Creativity	Our Heritage	Our Future Sustainability	Our Resilient and Supportive Community
<b>Our Mindset</b>	Stage events with inspirational national and international speakers who share our visionary mindset.	Speak boldly of our creativity - encourage artists such as musicians to come to Ballarat on their itineraries; put out an EOI for 'the next big thing' arts festival idea; or commission an international artist to co-create a public artwork with our community.	Build a new twist into our love of free parking - make it available only for classic cars!	Consider developing a 'city within a city' tiny house precinct.	Celebrate and showcase our local heroes - they can be our ambassadors.
	Hold a 'festival of dangerous ideas'.	Ballarat Arts Initiative: community collaborates with a major international artist on a large scale and fun art installation for the City (eg Jeff Koons balloon animal).			
		Internationally Recognised arts and culture festival - issue an EOI for ideas for a creative festival aligned to Ballarat's reputation as a creative city. One that will support local businesses, increase community pride and attract international attention.			
<b>Our behaviour</b>	Share our unique Ballarat history in new ways - through light shows, augmented reality history walks, or holograms. Imagine a hologram of Peter Lalor telling you the Eureka story out the front of the Mining Exchange...	'Banksy does Ballarat' - encourage visible and subversive street art that challenges and provokes debate.	How can we tell the story of the Wadawurrung to both residents and visitors?	Stage a large-scale summit on sustainability and encourage all young people in Ballarat to attend.	Create compassionate art, spaces and places to acknowledge our community's past hurts and wrongs and to promote community healing.
	'Gameify' Ballarat - competitions to develop video games starring Ballarat (eg search for gold, Ballarat experiences).	Spotlights on every corner of Sturt St - for local pop-up performers / buskers.			
	Demonstrate we are a digital city by making all our billboards electronic.				
	Golden League of Miners - eSports game culminating in the Eureka Battle in Ballarat.				
<b>Our Changing economy and societal expectations</b>	Use technology such as VR and AR in in our visitor stories, events and festivals - be the first city modelled in 3D for this purpose...	Create a new visitor experience - what about Australia's fastest rollercoaster at Kryal Castle - Game of Thrones style? Or a monorail over Lake Wendouree?	Provide new visitor and resident experiences by developing rooftop viewing platforms across the city to tell the story of our Ballarat.	Alternative transportation around the city - eg e-bikes, trackless trams.	Provide hyper-personalised services to welcome our visitors, such as online chats or roaming Ballarat ambassadors.
	Create autonomous vehicle tours of Ballarat - what about following the old tram routes?	Proudly house the country's pre-eminent indigenous art collection.	Leverage our mining infrastructure for visitor experiences - eg underground shuttles, tours and walks using existing mine shafts.	Install electric car charging points along key tourist routes.	Stage major events and festivals with a focus on health and wellbeing, including sporting carnivals.
	Festivals of light and sound on our lakes.	Unique and quirky festivals - eg dogs in dress up, first sock-free city, unicycle festival.	Use our Ballarat icons to create unique visitor experiences - what about 'Where's Ballarat Bertie' or 'swan cam'?	Uncover our creeks and rivers for all to enjoy.	Build health and wellbeing aspects into all festivals we stage.
	Standard use of phone apps to support all events, festivals and visitor experiences.	Hold festivals and events that reset what Ballarat's reputation for being 'cold' means - bold, unexpected Winter events.	World Heritage Listing for the Central Goldfields - a collaboration with 13 Councils.	Encourage bus use by designing them to look like black swans!	Balla-Well: Wellfest - a major local festival /event to promote personal wellness - connecting local businesses to new clients and reducing stigma and barriers to seeking accesses to mental health and other wellbeing services.
	Hologram City: 'Smoke and Mirrors': using Ballarat as a canvas for art viewed using AR and VR technology.		Focus on our unique laneways for new visitor and resident experiences.	Ballarat slow food and garden festivals.	
	City Ambassador - live online chat - an accessible, multilingual app for visitors looking for guidance on how to personalise their time and experience in Ballarat. Chats could be with a live person or a bot for simple standard requests.		A focus on rare and forgotten trades in our experiences for visitors and residents.	Tiny house festival.	
			Unlocking our Victorian Streetscapes - Under and Over - using our rooftop and basement levels of our CBD architecture for visitor experiences (eg festival of Victorian Architecture).	Free Vline ticket to Ballarat for international passport holders who stay at least 1 night.	
			Underground City - using gold mining tunnels, basements, storm water systems to connect Sovereign Hill and the CBD with a unique transport shuttle experience. Businesses could invest in a 'stop' under their building (eg restaurant) to encourage patronage.		

**Appendix: Creative ideas from our Community using the Framework: How Might We?**

*In honouring the inspired input to the Ballarat is Open creative design thinking workshops, here is a range of the community's suggestions. There are some nuggets in here – might you consider adopting them?*

**How might we build an outstanding reputation as a place to do business?**

	<b>Our Appetite for Innovation, Entrepreneurship and Technology</b>	<b>Our Innate Creativity</b>	<b>Our Heritage</b>	<b>Our Future Sustainability</b>	<b>Our Resilient and Supportive Community</b>
<b>Our Mindset</b>	An ambassador program for business: where Ballarat business leaders tell their stories and we celebrate their success.	Risk taking and creativity is expected and respected.	First city to have a 'gold' permit - freedom to do anything - as long as it's legal.		Positive psychology programs to develop resilience for businesses.
	We seek to attract businesses with future-focussed ways of thinking - to challenge and inspire us all.				
	Events to attract national and international business leaders - eg national CEO forum, international start-up pitch competitions.				
<b>Our behaviour</b>	Inter-city business exchange programs - to seek new ways of solving business problems.		We speak to others about Ballarat's 'new gold rush'.	Excellent technological infrastructure (eg Wifi, sensors, Internet of Things) that supports our sustainability goals - less waste, more efficiency.	A program of staff swaps between industries and businesses to broaden perspectives and skills.
	Support for entrepreneurs via angel investment funds, pitch competitions, start up support and mentoring programs.		Bold reuse of our historic buildings for business as well as inner-city living.		Collaboration within and across businesses is considered a given behaviour in Ballarat.
	We are early adopters of new technology in our businesses and in the way we provide services to our customers and other businesses (eg drone deliveries!)				We celebrate our great businesses through a range of recognition programs
	Ballarat Innovation Lab: Community panels decide on which start-up ideas to fund, with an expectation of those start-ups mentoring others in the future. A community-managed initiative.				Social events for LGBTIQ members of the community who own/operate a business in Ballarat - demonstrating we are an inclusive city to do business in.
<b>Our Changing economy and societal expectations</b>	Provision of outstanding convention and conferencing facilities, catering for business events on a large scale with the best technology – 'the best regional conference venue'.	Retail offerings that are fun, inclusive and unique.		Flying High - Ballarat Takes Off': further development of Ballarat's airport into a regional hub, to encourage business connections, increase tourism and provide a base for emergency response.	
	Bits and Bytes: by using Internet of Things technology we produce data sets on a range of sensor data - to be used by our businesses to provide commercial value and drive informed-decision making by our community.	We offer leading business support for creative industries - spaces, grants, education and skills programs.		Renewable energy / circular economy becomes a Ballarat economic strength.	
				Ballarat becomes an innovator in waste management, eg waste to energy or circular economy for glass.	
				Bring Major Brands to Ballarat - responding to changing consumer expectations by encouraging major brands to install 'pop ups' in our CBD, to attract new customers and provide a retail experience for those who might otherwise travel to Melbourne for it.	

**Appendix: Creative ideas from our Community using the Framework: How Might We?**

*In honouring the inspired input to the Ballarat is Open creative design thinking workshops, here is a range of the community's suggestions. There are some nuggets in here – might you consider adopting them?*

**How might we grow and share the pride we have for the City?**

	<b>Our Appetite for Innovation, Entrepreneurship and Technology</b>	<b>Our Innate Creativity</b>	<b>Our Heritage</b>	<b>Our Future Sustainability</b>	<b>Our Resilient and Supportive Community</b>
<b>Our Mindset</b>	A Ballarat version of Ted Talks - with a regional city focus.	Invite children to tell us about their favourite Ballarat things, via art - projected around the city.	Celebrate success - bring back ex-locals to share their stories; or share their stories via marketing campaigns.	Make Ballarat the world's first paper-free city.	Demonstrate world's best practice in responding to institutional abuse victims.
	Thought Leadership: a regular event where an international tech thought leader (eg Apple) is brought to Ballarat to share knowledge and encourage innovative mindsets.			Encourage community gardens in our roundabouts - supported by an awards program.	'Ballarat Is...' Campaign - a positive psychology campaign aimed at encouraging public debate and celebration to 'reset' community values, particular in respect to local politics. To encourage an innovative and healthy social environment for Ballarat.
<b>Our behaviour</b>	Use of technology to share our positive stories of Ballarat with each other (eg 'share your stories' video booth stations).	Our city is full of public art and creativity.	Blue plaques across the city - to celebrate and acknowledge where noteworthy people have lived.	Garden mentoring for edible plantings.	A 'civic bottom line' is an expectation for our city.
	A Ballarat App for promoting all the things for locals to experience (entertainment, hospitality, shopping etc) and for blogs to tell our stories as locals.	Ballarat 'flash mobs', bar choirs or similar community events surprise, delight and connect people.	Story-telling is a way we share our pride in our city. We write the Book of Ballarat every decade to share the amazing things we did.	Forest city - Ballarat becomes known for having green rooftops and walls wherever possible.	We have a system of social vouchers for community 'good deeds'.
		We try to break a world record as a city.	We have 'Ballarat Day' and our own theme song.	We embrace more compact inner-city living and reuse / repurposing of heritage buildings for sustainable living.	All new residents are offered a welcome program.
				'Greenest City' – a program to incentivise our community's increasingly sustainable behaviours.	Hold inclusive events to celebrate the diversity within our community.
					Community collaboration to develop marketing content for the city.
<b>Our Changing economy and societal expectations</b>	E-sports and competitive video gaming provides an alternative 'competitive sport' and showcases our local games development talent.	Establish a world-class music centre in Ballarat, building on our rich performing arts legacy.	Lake Wendouree is used as a performance venue - eg opera, activated Fairyland, open air theatre.	Zero-emissions public transport in Ballarat is something we become known for.	CBD Community Centre: bringing together a range of social and community services into a shared space in our city - breaking down barriers and strengthening community bonds.
		Actors positioned around the city tell the stories of the city for all to hear.	Golden threads throughout our city for wayfinding.	All roads must be recycled: Ballarat becomes a leader in producing road material from recycled waste, in partnership with those producing the waste.	Further develop our strong sporting focus - attract the Commonwealth Games.
		Dress up our Ballarat statues in creative ways.	Story plaques are installed within Ballarat heritage streets.	We offer tiny house reserves and precincts to those who want them.	
		Swan toon - the construction of a large poonton for Lake Wendouree in the shape of a swan. Accessible by the ferry and can be used for a range of events.	Hold an enormous tweed picnic in the Sturt Street gardens.	Ballarat sustainable living festival.	
		Encourage investment in a major cultural event / festival for Ballarat.	Ballarat heritage restoration by homeowners is incentivised - eg via competitions or reality television shows.	Circular economy becomes a Ballarat economic strength.	

**Appendix: Creative ideas from our Community using the Framework: How Might We?**

*In honouring the inspired input to the Ballarat is Open creative design thinking workshops, here is a range of the community's suggestions. There are some nuggets in here – might you consider adopting them?*

**How might we embed a culture of collaboration throughout the city?**

	<b>Our Appetite for Innovation, Entrepreneurship and Technology</b>	<b>Our Innate Creativity</b>	<b>Our Heritage</b>	<b>Our Future Sustainability</b>	<b>Our Resilient and Supportive Community</b>
<b>Our Mindset</b>	Celebrate the success of previous Ballarat residents who have done great things - invite them to be our 'Ballarat ambassadors'	Community members provide future ideas to encourage greater civic collaboration - via facilitated processes such as community panels		Crowd sourcing platforms for social enterprises / start-ups supporting sustainability goals for Ballarat	Landlords support affordable use of empty shops for 'pop up' shops for locals - which may develop into longer tenancies if successful
	Regular community design hacks to tackle community and business problems			'The Green Rebellion: Green is the new Gold' - a framework that generates design thinking in the community about how we can shift our thinking to provide thought leadership on issues of environmental sustainability - building on the history of Ballarat's rebels, innovators, collaborators and visionaries.	Mechanisms to understand community problems for us to consider (eg a 'community challenges portal')
	We have a mindset of adopting and trialling new technology across businesses and our community - we digitise what we can				Volunteering hours are set as an expectation in position descriptions
<b>Our behaviour</b>	We invite other Ballarat community members into our business to learn from us and to share their own knowledge	Regular community 'think tanks' to consider creative solutions to community problems, and ensure representation from diverse groups in the community		Share our local produce with each other throughout the city - with honesty boxes for payment	Pay it forward': Successful Ballarat entrepreneurs champion and mentor new start-ups
	We invite those from other cities into our business and strategic discussions to share their perspectives			We actively collaborate with neighbouring local government areas on issues of future sustainability and other strategic goals for our region	Buddy programs throughout the city - for residents or businesses
	'Ballarat TV' - an online channel about Ballarat, where locals create content and stories to demonstrate their love of the Ballarat lifestyle				'Block Party': neighbourhood events arranged by locals to meet and support local neighbours and develop a greater sense of neighbourhood
					Civic spaces for people to come together and exchange ideas
<b>Our Changing economy and societal expectations</b>	Support our growing social enterprises - which are finding entrepreneurial ways to respond to community problems			Establish community gardens throughout our city, with community garden 'mentors'	Electronic whiteboards throughout the city for citizens to have visible, accountable conversations about how Ballarat can be a more collaborative city; or to vote on ideas
	We facilitate open data to enable anyone to come up with a great idea for an app or informed decision-making for the good of Ballarat			Nature strips become community gardens and spaces	We deliver opportunities for locals to experience the diverse cultures in our community, eg via networking and events

**10.3. STRATEGIC PARTNERSHIP - BALLARAT SPORTS FOUNDATION**

**Division:** Community Development  
**Director:** Neville Ivey  
**Author/Position:** Mark Patterson - Executive Manager Sport and Active Living

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

- 1. Acknowledge the work that is undertaken by the Ballarat Sports Foundation (BSF) in its provision of financial and mentoring support to individual athletes from Ballarat in the pursuit of their sporting pursuits at the highest level.**
- 2. Approve a three-year strategic partnership with the Ballarat Sports Foundation (BSF) to the value of \$5,000 (excluding GST) for each year of the agreement.**

**EXECUTIVE SUMMARY**

The City of Ballarat has historically provided financial support to the Ballarat Sports Foundation. This support enables the foundation to assess, prioritise and allocate financial support for the development of Ballarat athletes. It specifically helps to fund and facilitate their pursuit of high-performance opportunities both within Australia and on the International stage and without such funding they would not otherwise be in a position to pursue their sporting ambitions. The BSF is a volunteer based not for profit organization.

**RATIONALE**

The Ballarat Sports Foundation has been providing support to Ballarat athletes for 25 years. The foundation has allocated in excess of \$400,000 to more than 1,100 athletes representing 74 different sporting activities over this time. Many of these athletes have represented Australia in international competition with distinction.

These performances include;

- Jared Tallent - Olympic Gold, silver and bronze medalists (Race walking)
- Kathryn Mitchell - Olympian and Commonwealth Games Gold medalist (Javelin)
- Shayne Reese - Olympian and Olympic, World Championship and Commonwealth Games Gold medalist (Swimming)
- Sam Rizzo - World Para Junior Championships medalist and Commonwealth Games representative (Wheelchair Athletics)
- Anthony Edwards - Olympian and World Championship Gold medalist and Olympic silver and bronze medalist (Rowing).

Each of these athletes have been supported by the Ballarat Sports Foundation through their sporting journey.

**Additional information:**

In 2019 the Ballarat Sports Foundation continued to provide support to Ballarat athletes. During the year the Foundation awarded 47 scholarships in 18 different sports to Ballarat athletes who were each striving to achieve their sporting ambitions.

Ballarat has a proud sporting history that is represented by athletes who have represented Australia at Olympic, Paralympic, World Championships and Commonwealth Games.

Many of the 2019 scholarship recipients are on a similar path competing in State, National and International competitions.

The Ballarat Sports Foundation operates by the following guidelines;

- That it supports and encourages local sports people who have shown potential to become high achievers in their chosen sport;
- That it fosters the spirit of community pride and success through encouragement of Ballarat sports people to pursue sporting excellence and;
- That it provides the function which co-ordinates community financial support for athletes and attracts donors that enable this program to be sustainable on an ongoing basis.

The BSF assesses and prioritises applications from the many athletes whom apply to the foundation for support and decides what level of support is appropriate in each successful case.

The work of the BSF supports the aims of objectives of the Council's Sport and Active Living plans by encouraging athletes to pursue individual sporting high performance. It also provides recognition for Ballarat as a City that continues to promote and encourage active sporting and recreational pursuits.

The support provided by the BSF has the express aim of providing opportunities that would otherwise not be possible to selected athletes.

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

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021
- City of Ballarat Sport and Recreation Plan 2014
- City of Ballarat Active Women and Girls Strategy 2018

## REPORTING AND COMPLIANCE STATEMENTS

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

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

**Social/Cultural** – This program of activity has a significantly positive impact on the numerous individual sporting pursuits by Ballarat athletes. It provides incentive and supports aspirational goals of young people who otherwise would not be in a position to represent themselves and their City at national and international sporting competitions.

**Economic** – The financial support of Council in this program has a very positive impact on the individual athletes, their families and the sporting community in general. The combined support received from numerous community entities, charities and organisations across Ballarat enable individual aspirations to be realised by emerging athletes.

**Financial/Resources** – The funding for the program is budgeted through the annual strategic grant's partnership program. Given that the objectives being achieved through this support align closely with Council's Sport and Recreation goals, this is a financially sound model given that it leverages independent funding with that of Council that delivers great outcomes.

**Implementation and Marketing** – The Sports and Activity Living (S.A.L.) unit at the City of Ballarat will work closely with BSF to promote the activities that this program over the term of the partnership. The use of Council's internal social media channels will provide appropriate marketing and acknowledgement of Council's support for the program.

**Evaluation and Review** – Through the establishment of a formal agreement there will be an annual review of activities. This will evaluate the success or otherwise of the program to ensure that it meets the objectives being sought by Council's S.A.L. plan.

## CONSULTATION

City of Ballarat officers have established a strong working collaboration with the B.S.F. and through this relationship the likelihood of Council and the BSF meeting their respective objectives is strong. A funding agreement will be entered into in accordance with the strategic partnership grant program guidelines which will ensure compliance with program objectives and will include an acquittal process.

## OFFICERS DECLARATIONS OF INTEREST

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

**REFERENCE DOCUMENTS**

**ATTACHMENTS**

1. BSF City of Ballarat Application [**10.3.1** - 1 page]



Mark Patterson  
City of Ballarat  
Executive Manager Sport & Active Living  
PO Box 655  
Ballarat Vic 3353

Dear Mark,

We wish to acknowledge the very valuable financial support from the City of Ballarat as a long-term and valued Major Sponsor of the Ballarat Sports Foundation (BSF) and appreciate the opportunity of entering into a three year strategic partnership of \$5,000 (excl GST) each year.

You will no doubt be interested to learn that the BSF has now allocated in excess \$400,000 to over 1,100 local athletes representing (74) sporting activities. Many of these highly talented sports people have represented Australia in International competitions with distinction. These recipients have all been members of the Ballarat community.

None of this funding would be possible without the financial contribution from our loyal and generous sponsors.

It is the express aim of the Board to continue our fundraising program to allow increased funding levels to additional promising athletes many of whom may not have the opportunity to reach their potential due to financial restraints. You can be assured; however, the existing stringent selection process displayed by our committee will not be relaxed.

It would be greatly appreciated if you will favourably consider financially supporting the BSF for a further three years.

Yours faithfully,

A handwritten signature in blue ink, appearing to read "David Chalmers".

David Chalmers

(Treasurer)

**10.4. CYCLING CONNECTIONS PROJECT AND CBD TRAFFIC MODIFICATION UPDATE**

**Division:** Infrastructure and Environment  
**Director:** Terry Demeo  
**Author/Position:** Terry Demeo – Director Infrastructure and Environment

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

- 1. Formally advise Regional Roads Victoria of Council's support for the Cycling Connection / Shared Path in the Sturt Street gardens subject to the detailed design and delivery being undertaken collaboratively with the City of Ballarat inclusive of joint surveillance and management of the construction program.**
- 2. Adopt the principles of the Regional Roads Victoria design of the Cycling Connection / Shared Path in the Sturt Street gardens for the section of Sturt Street which is under the control of the City of Ballarat from Dawson Street to Grenville Street, with a detailed further report to be provided to Council in relation to the design before these works proceeds to tender.**

**EXECUTIVE SUMMARY**

Council considered this matter in February 2018 where it resolved to require Regional Roads Victoria (RRV) to undertake a first principles review of the project informed by a detailed consultation approach across Ballarat. This consultation effort by RRV has been extensive where they have effectively broken the project into the explicit vehicular safety initiatives of the Sturt Street intersections as one element and the Cycling Connection / Shared Path in the Sturt Street gardens as the second element. The consultation has informed the treatment of the intersections which is now progressing on the ground and has seen RRV present a detailed design of the Cycling Connection / Shared Path in the Sturt Street gardens which is considered to be respectful of both the heritage qualities of this precinct and also integrate with the landscape setting of this area.

Given the extensive work which has been undertaken to reach what is considered to be a design which is commensurate with the iconic status of Sturt Street, it is recommended that Council formally support the project as proposed subject to a commitment from RRV for an ongoing joint approach in respect to final detailed design and construction management and surveillance of the delivery on the ground.

**RATIONALE**

The Council considered the broader cycling connections project and intersection treatments with Regional Roads Victoria (RRV) proposed for the Sturt Street gardens in February 2018. At the Council meeting held 21 February 2018, Council considered a raft of issues which were raised by the public in respect to the Sturt Street treatment at the time and resolved specifically to progress other elements of the cycling connection plan whilst providing an opportunity for RRV to undertake broad consultation and review the plan prior to Council considering a position.

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The specific resolutions of Council at this meeting were as follows:

1. Generally, support the Ballarat Connections Project, noting it is a package of works across more than 12km of routes, including 14 sub-projects, each intended to improve road safety, enhance pedestrian access and provide safe connections for vulnerable people riding bikes.
  2. Acknowledge community concern regarding concept design proposals for three of the sections: Sturt Street (Pleasant Street to Grenville Street); Drummond Street (Sturt Street to Webster Street); and Doveton Street (Sturt Street to Mair Street) and continue to work with VicRoads on alternative designs.
  3. To address community concerns, in partnership with VicRoads:
    - 3.1. develop an integrated master plan for the Sturt Street gardens (Pleasant Street to Grenville Street) (including Heritage Impact Assessment) which considers the natural and cultural values of the area and identifies opportunities to protect, enhance and invest in this significant community space, including opportunities to enhance heritage and interpretation, increase green space, improve road safety and enhance community access;
    - 3.2. review and refine the design proposals for Doveton Street and Drummond Street;
    - 3.3. undertake further community and business consultation on these elements, and re-consider at a future Council Meeting; and
    - 3.4. prior to proceeding with the implementation of Clause 5, that a thorough costing of the proposal be undertaken.
  4. Support the implementation of the remainder of the Ballarat Connections Project (excluding Sturt Street Gardens – Pleasant Street to Grenville Street, Drummond Street - Sturt Street to Webster Street, and Doveton Street - Sturt Street to Mair Street) subject to:
    - 4.1. Council acting in the delivery partner role to ensure the implementation of the project across the Ballarat CBD and other connections is undertaken in the most appropriate manner.
    - 4.2. decision-making in respect to the design and delivery of each element of the project to be undertaken by a project control group with joint and equal representation from VicRoads and the City of Ballarat.
    - 4.3. decisions of the project control group to be undertaken in accordance with the decision framework diagram detailed within the body of the report
    - 4.4. the priority for each element of the project delivery to be generally in accordance with the project plan as detailed in Appendix 1 to this report.
  5. Enter into a funding agreement with VicRoads for the delivery of \$8.17M of infrastructure with all project expenditure to be limited to this defined budget unless otherwise explicitly approved by Council to ensure Council is not exposed to any financial project risk.
-

A copy of the Council report and Minutes of the meeting are attached in order for Councillors to have a full understanding of the nature of this discussion at the time of this earlier decision. (Refer Attachment 1)

Since the Council adopted this position, RRV have undertaken a significant body of work and progressed a number of consultation efforts with the broader Ballarat community.

### **Cycle Connections / Shared Path Project**

The path will be located on the southern edge of Sturt Street's central gardens. The existing 2.5 metre path will be resurfaced with exposed aggregate, colour-matched to the granite path on the north site, and similar to what exists around the Queen Victoria statue opposite the town hall (photo attached). The exposed aggregate is a smoother, safer surface for bike riders and pedestrians to use. The median will be widened by 1.8 metres on this south side to provide a grassed safety buffer between the path and the roadway. The two traffic lanes will be reduced in width to accommodate this buffer. These lanes have ample width already and RRV does not expect this will impact traffic. Parking spaces will not be impacted by this change.

The design and location of the path protects the historic integrity of the gardens and aligns with the advice provided by specially commissioned Heritage and Arborist reports. RRV confirms that no monuments, statues or trees will need to be removed or relocated as a result of these works.

The newly closed median at Windermere Street will be constructed in such a way that Council can at some future point initiate its own landscaping preference.

### **Traffic Safety Treatments**

In relation to the treatments of the intersections on Sturt Street, RRV have resolved a complete change to the original proposal and has committed to the signalisation of two intersections, namely Raglan Street and Ascot Street, with the Windermere Street intersection being removed and the other cross intersections being treated with a U-Turn arrangement. This work is now progressing in line with these adopted plans.

## STURT STREET SHARED PATH

A CONCEPT IMAGE OF THE SHARED PATH FROM THE CORNER OF STURT AND LYONS STREETS



### Council Position in Respect to Revised Cycling Connection / Shared Path Project

The position of Council as detailed earlier within the body of this report has been acted on in a complete manner from RRV in that the engagement with the community and review of the project in its entirety has been completed over an extensive period of time, with what is considered a genuine methodology in respect to engagement. This commenced with explicit engagement with the Traders Group and then the establishment of an advisory committee which met on a number of occasions to resolve a preferred position. This was further tested with the engagement of explicit heritage advice and further interrogation of the landscape design within the Sturt Street gardens. Council officers have been thoroughly engaged with this process and have been heard throughout the exercise undertaken by RRV.

It is considered that the design, which has now been made public as a final position of RRV for the installation of the major east west cycling connection under the broader cycling connections plan, is one which meets the articulated expectations of Council in relation to the infrastructure fitting into the landscape and heritage setting of the Sturt Street gardens. Further, it is considered that this design provides for a high-quality finish which will deliver an enhanced appearance and indeed accessibility to the Sturt Street gardens for pedestrians and cyclists.

Given the RRV approach to this project to review it in its entirety from first principles, and the completeness of the engagement approach which has been undertaken, it is considered that the project is worthy of Council's support in the form which has now been presented. At a fundamental level, the project sought to enable pedestrian access along what is effectively Ballarat's large outdoor museum of monuments and installations – east – west along the Sturt Street boulevard between garden segments. The current proposal by RRV achieves this dedicated, separated pedestrian connection along the north side, whilst also enabling cycling access for people wanting to ride a bike through the city in a slow speed environment.

It is on this basis that it is recommended that Council formalises its support for the project and resolves to support RRV in its implementation of the required works, and further jointly commits to surveillance resources being allocated to ensure that the works are undertaken in the most professional and considered manner possible to deliver the best outcome for this iconic section of the Sturt Street gardens.

### **Council Controlled Section of Sturt Street – Dawson Street to Grenville Street**

Council has deferred its consideration of the black spot funded works program for the section of Sturt Street controlled by Council and the continuation of the cycle connection / shared path in this section of Sturt Street.

Having recommended to Council to support the RRV elements of this project, it is also recommended that Council progress the design and construction of the section of Sturt Street controlled by Council in a similar manner to the adopted RRV position.

In recommending this approach, it is acknowledged that the Grenville Street / Sturt Street intersection is an element of the project which will be further considered as part of the broader Bakery Hill redevelopment.

The specifics of the design and delivery of this project will be the subject of a further report to Council.

### **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**

<b>Implications</b>	<b>Considered in Report?</b>	<b>Implications Identified?</b>
<b>Human Rights</b>	Yes	Yes
<b>Social/Cultural</b>	Yes	Yes
<b>Environmental/Sustainability</b>	Yes	Yes
<b>Economic</b>	Yes	Yes
<b>Financial/Resources</b>	Yes	Yes
<b>Risk Management</b>	Yes	Yes
<b>Implementation and Marketing</b>	Yes	Yes
<b>Evaluation and Review</b>	Yes	Yes

**Human Rights** – 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 benefits of proposed cycle network project and broader traffic program will, it is considered, deliver substantive social and cultural benefits for the entire Ballarat community, and visitors to the city, given the accessibility improvements and connectiveness generally.

**Environmental/Sustainability** – This project will deliver a significant component of the Ballarat Cycle Network Strategy and meets all the objectives of Council's broader position across the environmental/sustainability fields which are well-articulated in the Ballarat Strategy.

**Economic** – The economic benefits of the project are significant across the construction phase and further, once operable, given the improved accessibility, activation of the Ballarat CBD and surrounds, and the mitigation of the adverse economic impacts of casualty accidents.

**Financial/Resources** – There are limited financial implications for Council in relation to the delivery of this project by Regional Roads Victoria (RRV) given their commitment to undertake the tender process and therefore manage the project risks accordingly. Council will bear some expense in the commitment recommended for the review of the detailed design and joint commitment to construction management and surveillance and this will be accommodated within recurrent budgets.

**Risk Management** – Each component of the delivery of the project will be subject to risk analysis. The project itself is a major risk mitigation exercise addressing the safety of road users, pedestrians and cyclists across the entire network.

**Implementation and Marketing** – The implementation of this project will be conducted over a long period of time and there will be extensive marketing and engagement ongoing throughout the implementation of the project with RRV and the City of Ballarat jointly managing this process.

**Evaluation and Review** – As is the case with all Council's major projects and/or joint initiatives, the evaluation/review will be undertaken regularly throughout the entire process and a gateway project review will be undertaken.

## **CONSULTATION**

There has been an extensive consultation process undertaken to date and this will continue throughout the life of the project. Regional Roads Victoria consultation has included the following:

### Early 2016: Citizens Advisory Group

- 34 members – 1/3 business and 2/3 residents
- 52% of members supported a path in Sturt Street. 22% maybe

### Oct to Dec 2017: Community engagement

- >200 people attended 2 public information sessions
- >150 people visited our pop-up shop in Sturt Street
- Promotion of plans through The Courier and Facebook
- 2406 letters sent to residents and business owners
- Sturt Street CBD businesses door-knocked and invited to discuss plans
- Online feedback open for six weeks (accessed 1732 times)
- Individual briefings to business groups emergency services, City of Ballarat, hospitals, schools and more

### Feb to Oct 2018

- Ongoing engagement with Sturt Street Traders Group to design safety improvements for six Sturt Street intersections
-

Feb-April 2019

- Public Reference Group (PRG) formed to consider most appropriate location for a bike path
- Included representatives from Heritage Advisory Group, BalBUG, council and community
- Three workshops held to consider all options, including Mair and Dana streets
- PRG determined that the central gardens in Sturt were the most appropriate location

Aug-Sept 2019

- Public feedback sought on PRG recommendation
- Heritage and Arborist reports commissioned to assess impacts

Dec 2019-Feb 2020

- RRV announces location of path will be on the south side of the gardens. Concept plans released publicly in February 2020.

**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 Strategy
- Ballarat Cycling Action Plan 2017-2025

**ATTACHMENTS**

1. Ballarat Shared Path Design February 2020 [**10.4.1** - 1 page]
2. 21 February 2018 Ordinary Council Meeting Minutes ~ 9.6. CYCLING CONNECTIONS PROJECT AND CBD TRAFFIC [**10.4.2** - 8 pages]

# Ballarat Safer Cycling Connections

## Sturt Street Shared Path



### Key Features

- Shared path on south side of Sturt Street centre gardens
- Buffer between shared path and existing traffic lanes
- Dawson Street to Grenville Street section of shared path to be completed by the City of Ballarat
- 🏛️ Heritage/statues (For the purpose of the illustration, not all monuments and garden beds are shown)
- 🚶🚲 New pedestrian & bike crossing
- 🚦 New traffic lights



Note 1: Landscaping details to be determined by City of Ballarat

Illustrative concept design, for discussion purposes only. Final design subject to change.



**CITY OF  
BALLARAT**



**Ordinary Council Meeting**

**21 February 2018**

Council Chamber, Town Hall, Sturt Street, Ballarat

**MINUTES**

**Public Copy**

**MINUTES OF A MEETING OF BALLARAT CITY COUNCIL HELD IN THE COUNCIL CHAMBER, TOWN HALL, STURT STREET, BALLARAT ON WEDNESDAY 21 FEBRUARY 2018 AT 7:00PM AND RESUMING ON WEDNESDAY 28 FEBRUARY 2018 AT 7:00PM**

MINUTES
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**ORDER OF BUSINESS:**

<b>1. Opening Declaration</b> .....	<b>3</b>
<b>2. Apologies For Absence</b> .....	<b>3</b>
<b>3. Disclosure Of Interest</b> .....	<b>4</b>
<b>4. Confirmation Of Minutes</b> .....	<b>4</b>
<b>5. Matters Arising From The Minutes</b> .....	<b>4</b>
<b>6. Public Question Time</b> .....	<b>5</b>
<b>7. Reports From Committees/Councillors</b> .....	<b>7</b>
<b>8. Assemblies Of Councillors</b> .....	<b>9</b>
8.1. Assemblies of Councillors .....	9
<b>9. Officer Reports</b> .....	<b>10</b>
9.2. PLP/2017/503 - Use of the Land for a Helicopter Landing Site - Rear of 900 Humffray Street South, Mount Pleasant .....	10
9.6. Cycling Connections Project and CBD Traffic Modification.....	11
9.7. CBD Car Parking Action Plan.....	17
9.8. Community Flag Pole Policy.....	19
9.9. MADE Feasibility Study.....	20
9.1. Grant Policy Review .....	22
9.3. Quarterly Financial Report.....	23
9.4. Council Plan Progress Report .....	24
9.5. Submissions Regarding Local Government Act Review .....	25
9.10. Outstanding Questions .....	26
<b>10. Notice Of Motion</b> .....	<b>27</b>
<b>11. Urgent Business</b> .....	<b>27</b>
<b>12. Section 89 (In Camera)</b> .....	<b>27</b>
<b>13. Close</b> .....	<b>27</b>

**9.6. CYCLING CONNECTIONS PROJECT AND CBD TRAFFIC MODIFICATION**

**Division:** Infrastructure and Environment  
**Director:** Terry Demeo  
**Author/Position:** Terry Demeo – Director Infrastructure and Environment

Ms Jeanne Wheeler, Mr Paul Harper, Mr Brian Harrison, Ms Carmel West, and Mrs Sally Calderone made public representations.

**PROCEDURAL MOTION:**

**That Council adjourn for 5 minutes at 9:32pm.**

**Moved: Cr Des Hudson**  
**Seconded: Cr Grant Tillett**

**CARRIED**  
**(R35/18)**

**PROCEDURAL MOTION:**

**That Council resumes at 9.47pm.**

**Moved: Cr Grant Tillett**  
**Seconded: Cr Ben Taylor**

**CARRIED**  
**(R36/18)**

Ms Melissa Pirie, Mr Andrew Kilmartin, Mr Stuart Kelly, Dr Mary Debrett, Ms Claire Cain, Mr Matt Briody, Mr John Barnes and Mr Mal Kersting made public representations.

**RESOLUTION:**

**Council endorses an extension to the finishing time of the ordinary meeting of Council beyond 11.00pm in accordance with clause 25 of the City of Ballarat Local Law 18 - Meeting Procedure.**

**Moved: Cr Des Hudson**  
**Seconded: Cr Jim Rinaldi**

**CARRIED**  
**(R37/18)**

**MOTION**

Council resolves to:

1. Generally support the Ballarat Connections Project, noting it is a package of works across more than 12km of routes, including 14 sub-projects, each intended to improve road safety, enhance pedestrian access and provide safe connections for vulnerable people riding bikes.
2. Acknowledge the community concerns regarding specific design proposals for three of the sections: Sturt Street (Pleasant Street to Grenville Street); Drummond Street (Sturt Street to Webster Street); and Doveton Street (Sturt Street to Mair Street) and not support physical changes to these sections at this time.
3. To address community concerns, in partnership with VicRoads:
  - a. develop an integrated master plan for the Sturt Street gardens (Pleasant Street to Grenville Street) (including Heritage Impact Assessment) which considers the natural and cultural values of the area and identifies opportunities to protect, enhance and invest in this significant community space, including opportunities to enhance heritage and interpretation, increase green space, improve road safety and enhance community access
  - b. review and refine the design proposals for Doveton Street and Drummond Street
  - c. Undertake further community and business consultation on these elements, and re-consider Council's position at a future Council Meeting.
4. Support the implementation of the remainder of the Ballarat Connections Project (excluding Sturt Street Gardens – Pleasant Street to Grenville Street, Drummond Street - Sturt Street to Webster Street, and Doveton Street - Sturt Street to Mair Street) subject to:
  - a. Council acting in the delivery partner role to ensure the implementation of the project across the Ballarat CBD and other connections is undertaken in the most appropriate manner
  - b. decision-making in respect to the design and delivery of each element of the project to be undertaken by a project control group with joint and equal representation from VicRoads and the City of Ballarat
  - c. decisions of the project control group to be undertaken in accordance with the decision framework diagram detailed within the body of the report
  - d. the priority for each element of the project delivery to be generally in accordance with the project plan as detailed in Appendix 1 to this report.
5. Enter into a funding agreement with VicRoads for the delivery of \$8.17M of infrastructure with all project expenditure to be limited to this defined budget unless otherwise explicitly approved by Council to ensure Council is not exposed to any financial project risk.

Moved: Cr Samantha McIntosh  
Seconded: Cr Belinda Coates

**NO VOTE TAKEN**

**AMENDED MOTION****Council resolves to:**

- 1. Generally support the Ballarat Connections Project, noting it is a package of works across more than 12km of routes, including 14 sub-projects, each intended to improve road safety, enhance pedestrian access and provide safe connections for vulnerable people riding bikes.**
  - 2. Acknowledge community concern regarding concept design proposals for three of the sections: Sturt Street (Pleasant Street to Grenville Street); Drummond Street (Sturt Street to Webster Street); and Doveton Street (Sturt Street to Mair Street) and continue to work with VicRoads on alternative designs**
  - 3. To address community concerns, in partnership with VicRoads:**
    - develop an integrated master plan for the Sturt Street gardens (Pleasant Street to Grenville Street) (including Heritage Impact Assessment) which considers the natural and cultural values of the area and identifies opportunities to protect, enhance and invest in this significant community space, including opportunities to enhance heritage and interpretation, increase green space, improve road safety and enhance community access**
    - review and refine the design proposals for Doveton Street and Drummond Street**
    - Undertake further community consultation on these elements, and re-consider at a future Council Meeting.**
  - 4. Support the implementation of the remainder of the Ballarat Connections Project (excluding Sturt Street Gardens – Pleasant Street to Grenville Street, Drummond Street - Sturt Street to Webster Street, and Doveton Street - Sturt Street to Mair Street) subject to:**
    - Council acting in the delivery partner role to ensure the implementation of the project across the Ballarat CBD and other connections is undertaken in the most appropriate manner**
    - decision-making in respect to the design and delivery of each element of the project to be undertaken by a project control group with joint and equal representation from VicRoads and the City of Ballarat**
    - decisions of the project control group to be undertaken in accordance with the decision framework diagram detailed within the body of the report**
    - the priority for each element of the project delivery to be generally in accordance with the project plan as detailed in Appendix 1 to this report.**
    - Detailed costings on each element of the connections project, keeping within the intended budget**
  - 5. Enter into a funding agreement with VicRoads for the delivery of \$8.17M of infrastructure with all project expenditure to be limited to this defined budget unless otherwise explicitly approved by Council to ensure Council is not exposed to any financial project risk.**
  - 6. Condemn VicRoads for their wholly inadequate community consultation with regard to the proposed plans for street closures in Sturt St and changes to the Sturt St Gardens.**
-

7. That the Sturt St traders be represented on a project control group relating to any proposed plans relating to Sturt St.
8. That Doveton St traders be represented in a project control group relating to any changes to Doveton St.
9. That Council write to VicRoads and the State Government to advocate for the missing 10% of funding, \$1,130,000 and this amount to be allocated to cycling safety works on the Mt Buninyong National Road Circuit.

Moved: Cr Amy Johnson

LOST

Seconded: Cr Ben Taylor

## RESOLUTION

Council resolves to:

1. Generally support the Ballarat Connections Project, noting it is a package of works across more than 12km of routes, including 14 sub-projects, each intended to improve road safety, enhance pedestrian access and provide safe connections for vulnerable people riding bikes.
2. Acknowledge community concern regarding concept design proposals for three of the sections: Sturt Street (Pleasant Street to Grenville Street); Drummond Street (Sturt Street to Webster Street); and Doveton Street (Sturt Street to Mair Street) and continue to work with VicRoads on alternative designs.
3. To address community concerns, in partnership with VicRoads:
  1. develop an integrated master plan for the Sturt Street gardens (Pleasant Street to Grenville Street) (including Heritage Impact Assessment) which considers the natural and cultural values of the area and identifies opportunities to protect, enhance and invest in this significant community space, including opportunities to enhance heritage and interpretation, increase green space, improve road safety and enhance community access;
  2. review and refine the design proposals for Doveton Street and Drummond Street;
  3. undertake further community and business consultation on these elements, and re-consider at a future Council Meeting; and
  4. prior to proceeding with the implementation of Clause 5, that a thorough costing of the proposal be undertaken.
4. Support the implementation of the remainder of the Ballarat Connections Project (excluding Sturt Street Gardens – Pleasant Street to Grenville Street, Drummond Street - Sturt Street to Webster Street, and Doveton Street - Sturt Street to Mair Street) subject to:
  1. Council acting in the delivery partner role to ensure the implementation of the project across the Ballarat CBD and other connections is undertaken in the most appropriate manner
  2. decision-making in respect to the design and delivery of each element of the project to be undertaken by a project control group with joint and equal representation from VicRoads and the City of Ballarat

3. decisions of the project control group to be undertaken in accordance with the decision framework diagram detailed within the body of the report
4. the priority for each element of the project delivery to be generally in accordance with the project plan as detailed in Appendix 1 to this report
5. Enter into a funding agreement with VicRoads for the delivery of \$8.17M of infrastructure with all project expenditure to be limited to this defined budget unless otherwise explicitly approved by Council to ensure Council is not exposed to any financial project risk.

**Moved: Cr Grant Tillett**

**CARRIED**

**Seconded: Cr Des Hudson**

**(R38/18)**

#### **EXECUTIVE SUMMARY**

Council developed the Ballarat Cycling Action Plan in 2017 for the period to 2025 which defined 12 key goals including working with the State Government to deliver key cycling routes. Having developed this strategy, a funding bid to the Transport Accident Commission (TAC) by VicRoads and Council has yielded a funding commitment of \$8.17M for the physical delivery of cycle and pedestrian infrastructure across Central Ballarat and other key linkages. There has been significant consultation as part of VicRoads initial engagement with the community on the project which has been positively received for the most part. Having regard to the overall benefits delivered by the proposed project and the project implementation model proposed, it is recommended that Council endorse the project and commit to act in the delivery partner role with VicRoads.

The recommended approach for the prioritisation of elements of the project is detailed in Appendix 1 of this report with more complex initiatives in the project programmed later in the delivery to provide for additional consultation.

The recommended approach for management of the project is a project control group with joint and equal representation from VicRoads and the City of Ballarat in accordance a decision-making framework as detailed in the body of the report.

The funding agreement to be entered into will minimise Council's project financial risks.

Upon being put to the meeting, the Motion was declared carried. Cr Daniel Moloney called for a Division.

**For the Motion:** Cr Mark Harris, Cr Des Hudson, Cr Samantha McIntosh, Cr Daniel Moloney, Cr Jim Rinaldi, Cr Belinda Coates and Cr Grant Tillett

**Against the Motion:** Cr Amy Johnson and Cr Ben Taylor

**PROCEDURAL MOTION:**

**That Council adjourn for 5 minutes at 11:52pm.**

**Moved: Cr Amy Johnson  
Seconded: Cr Jim Rinaldi**

**CARRIED  
(R39/18)**

**PROCEDURAL MOTION:**

**That Council resumes at 12:03pm.**

**Moved: Cr Mark Harris  
Seconded: Cr Des Hudson**

**CARRIED  
(R40/18)**

DRAFT

**10.5. COUNCIL PLAN QUARTERLY REPORT**

**Division:** Innovation and Organisational Improvement  
**Director:** Cameron Cahill  
**Author/Position:** Jennifer Brophy – Business Support Officer

**OFFICER RECOMMENDATION**

**Council resolves to:**

**Note the progress report for the Council Plan 2017 – 2021.**

**EXECUTIVE SUMMARY**

The purpose of this report is to present the progress update of Council's performance against the Council Plan 2017-2021. The period reported is from October 2019 to December 2019 (Quarter 2).

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

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

Highlights from this progress report include:

- Eastern Oval Stage 2 redevelopment – The official opening of the new facilities was conducted prior to the WBL match between the Melbourne Renegades and Melbourne Stars in November 2019.
- Complete Ballarat Long Term Growth Options Investigation Plan – The Long-Term Growth Options Investigation Plan has been completed and was presented to Council on 30 October 2019. The next stage will be a planning scheme amendment.
- Township plans for Miners Rest – The Miners Rest Township Plan has been completed and was adopted by Council on 11<sup>th</sup> December 2019.

**RATIONALE**

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

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

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

The plan has been divided into four goals:

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

This report provides the second update for the financial year 2019-20 in relation to the actions taken and progress made to achieve these goals and strategic objectives.

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

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

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

## REPORTING AND COMPLIANCE STATEMENTS

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

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

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

**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 2019/20 budget to implement the Council Plan.

**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.

## **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 - Report Q2 19 20 [**10.5.1** - 16 pages]



CITY OF BALLARAT  
**COUNCIL PLAN**  
Progress Report, Quarter 2 2019-20



CITY OF  
**BALLARAT** 





## WHAT IS THE COUNCIL PLAN?

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

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

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

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

## HOW WE WILL TRACK AND MEASURE OUR PROGRESS

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

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

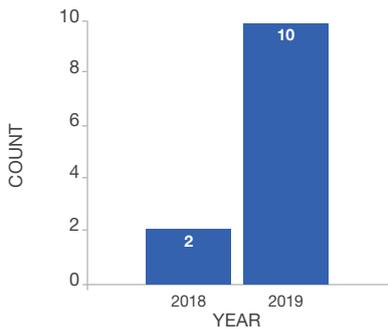
## WHAT WE PLAN TO ACHIEVE

### GOAL: LIVEABILITY

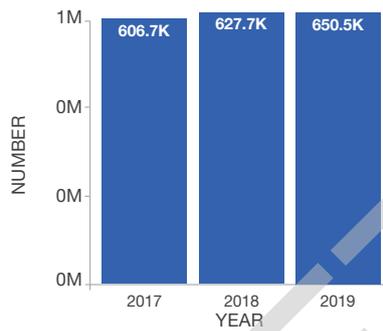
#### Improve our community's quality of life

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

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

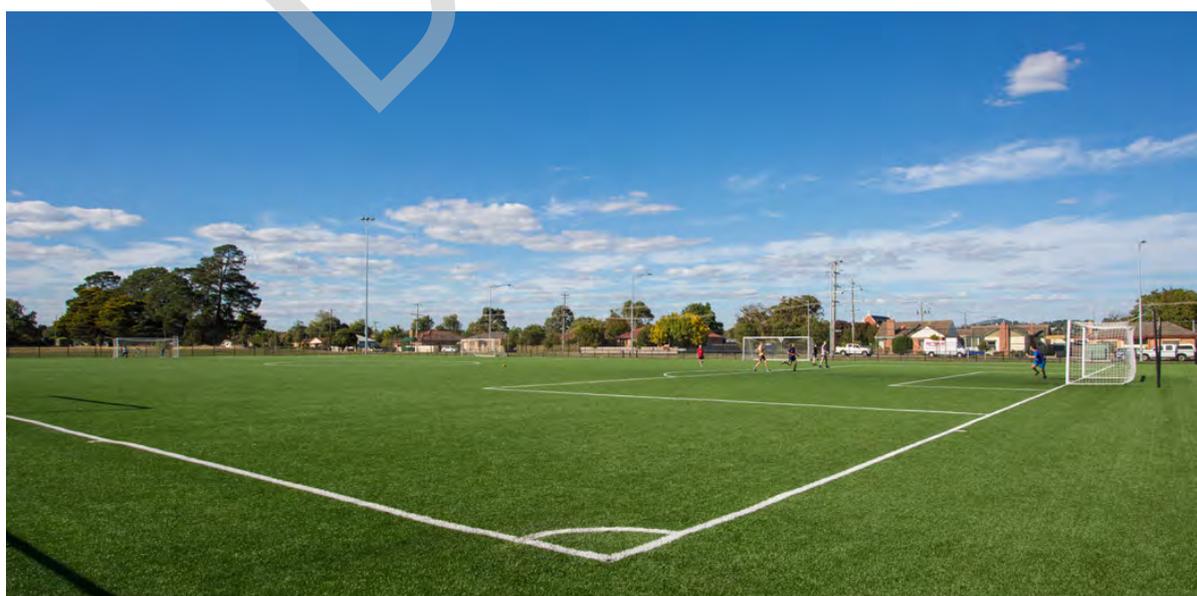


**Number of attendees at aquatic facilities in the calendar year.**



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Strengthen our city by making Ballarat a people and all-age friendly city via improved access, participation, inclusion and respect-based projects and programs	Improved access, participation, inclusion and respect-based projects and programs conducted	In progress 	<ul style="list-style-type: none"> <li>Plain English version of the Access and Inclusion Plan produced</li> <li>Partnered in the delivery of an inclusive regional youth soccer tournament at Morshead Park</li> <li>Participated with an information stall at the Central Highlands Inclusion Festival</li> <li>Supported International Day for People with a Disability community event.</li> <li>Further access improvements completed at Sebastopol Library</li> </ul>
Increase community participation through the Social Infrastructure Program implementation, including Miners Rest Community and Sports Facility projects	Miners Rest Community and Sports Facility project complete	In planning 	Audit of supply of social infrastructure commenced. Ongoing investigations into suitable locations based on future population growth trends and needs assessment
Use community partnerships to create healthy and safe community places, and open passive recreation spaces, including a district level park and inclusive play space at MR Power Park in Sebastopol	A district level park and inclusive play space at MR Power Park in Sebastopol complete	In progress 	The project tender has been awarded with works scheduled to commence in the first half of 2020.
Use community partnerships to create healthy and safe community places, and open passive recreation spaces, including a Wendouree Recreation Reserve Health and Wellbeing Precinct	A Wendouree Recreation Reserve Health and Wellbeing Precinct complete	In progress 	<ul style="list-style-type: none"> <li>Official application to Victorian Government submitted in December with regard to \$7 million State election commitment</li> <li>Facilitated three Strengthening Wendouree Community Recreation Precinct - stakeholder meetings during the quarter</li> <li>Co-ordinated celebration event for the Engaging for Employment Program recognising the role students from Yuille Park Community College played in improving facilities at the reserve</li> </ul>



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop the social capacity of our senior residents by working with internal and external partners to ensure infrastructure accessibility at all places and spaces	Infrastructure accessibility at all places and spaces	In progress 	Increased engagement with internal PCGs have provided the opportunity to provide advice and recommendations which are inclusive of older residents' requirements in planning, design and outcomes. With new aged care providers commencing in Ballarat, there has been requests for consultation and advice by these companies so that their programs meet the needs of residents.
Develop a learning city by delivering targeted programs and projects, including preparation of a Wendouree Library and Community Hub feasibility study	A Wendouree Library and Community Hub feasibility study complete	In progress 	A feasibility study for the Wendouree Library and Community Hub has been undertaken with the view to this library being relocated from its present site at Stockland Wendouree Shopping Centre to a larger (yet to be determined site) within the next 10 years.
Develop a learning city by delivering targeted programs and projects, including Intercultural Cities Program participation	Direct participation in the Intercultural Cities Program through learning programs and targeted projects	In progress 	Intercultural services continue to be active participants in the Intercultural Cities Program. The City of Ballarat, together with the Intercultural Cities of Maribyrnong and Melton, has recently established the Australasian Intercultural Cities Network and will collaborate on joint projects in the near future.
Develop a learning city by delivering targeted programs and projects, including Youth Entrepreneur programs	Youth Entrepreneur programs developed and delivered	In progress 	Social enterprise initiatives of Animal Rescue Kits and Girl Space Market Stalls delivered at community events selling sustainable and craft items created by program participants for charity fundraising purposes. 2020 Entrepreneur program planning of two initiatives- A Business development program for Young Creatives in Arts, and 'Lead for Impact' to develop enterprise capacities and for participants to learn how to create change on the issues they most care about within the community.
Create a new Municipal Health and Wellbeing Plan and implement key actions, including developing a regional health charter in partnership with other local LGAs	Regional health charter developed	In progress 	<ul style="list-style-type: none"> <li>Working collaboratively with other regional health partners on obesity prevention</li> <li>Draft document produced for the DHHS, DEWLP and regional council project which looks at improving planning processes for better health outcomes.</li> </ul>
Create a new Municipal Health and Wellbeing Plan and implement key actions, including implementing a Council Food Policy	Food Policy implemented	In progress 	The Good Food for All Food Strategy 2019-2022 was endorsed at the Council meeting in October. Healthy eating and catering procedure developed for the organisation.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets, such as Eastern Oval Stage 2 redevelopment	Eastern Oval Stage 2 redeveloped	Complete 	The official opening of the new facilities was conducted prior to the WBBL match between Melbourne Renegades and Melbourne Stars in November 2019.
Increase participation across all genders and sporting codes by continuing investment in the City's recreational assets such as: Wendouree West Recreation Reserve Master Plan including Forest Rangers Soccer Club soccer pitch and lighting upgrade	Wendouree West Recreation Reserve Master Plan including Forest Rangers Soccer Club soccer pitch and lighting upgrade project complete	In progress 	In response to the 2019 election commitment of \$7 million, Council has been working closely with all stakeholders to develop a formal funding application. That application has now been lodged with the Department of Sport and Recreation Victoria. It is expected that the first stage of works on new soccer pitches and flood lighting will commence in the third quarter of 2020.

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Plan for future growth including: Delivering sport and active living outcomes in Ballarat West	Delivering a sport and active living plan for Ballarat's growth in the West	In progress 	Council officers continue to work closely with the Department and Sport and Recreation Victoria and community stakeholders of the Alfredton Recreation Reserve to develop a funding application for the \$3.7 million election commitment for upgrades at the reserve. In addition Council's funding of Ballarat Memorial Bowls club rooms, netball changing rooms and an upgrade to the playing surface of the Village Green Oval are also being progressed each of these projects also forming part of the provision of additional and improved sports facilities for the western growth area of Ballarat.
Plan for sport participation over coming decades by reviewing the Ballarat Regional Tennis Strategy	Ballarat Regional Tennis Strategy reviewed	In planning 	The Sport and Active Living unit has recently received a revised update to the Ballarat Regional Tennis Centre's concept plans for future development at its facilities. These plans will now be reviewed and assessed as part of determining the next steps for the development of tennis in Ballarat. It is proposed that a final plan will be written by the end of 2020 which will include the various available options to obtain funding to implement the plan.
Plan for sport participation over coming decades by reviewing the Ballarat Criterion Cycling Project	Ballarat Criterion Cycling Project reviewed	In planning 	As part of the process to consider the delivery of a purpose-designed criterion facility for competition, cycling and other community uses such as cycling education programs and regional championships - the City of Ballarat is currently exploring a number of possible locations for such a facility which include Victoria Park and Marty Busch Reserve Sebastopol
Provide positive leadership to promote Ballarat as a Child Friendly City, with a commitment to seek children's input in the decisions that will impact them as future citizens	Opportunities created for children to participate in decision-making	In progress 	Children were involved in consultations regarding outdoor play spaces during Children's Week events and at Ballarat's Biggest Playgroup. Strategic Planning worked with Year 5 St Alipius students in a two-hour session, consulting on the Bridge Mall. The Engaging Communities Program consulted with Delacombe neighbourhood children under the age of 12 about a public space upgrade.
Provide positive leadership to promote Ballarat as a Child Friendly City, and provide high quality information to assist families to access local community services and support	Information provided to assist families to access local community services and support	In progress 	Parent Place offers a 'one stop shop' to support families with parenting advice and information. Services and activities such as playgroup, lactation consultant services, family law advice and parenting education are also offered on-site. A range of postcards with information about early years services have been developed.



## What we have done

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 	As part of the Freedom from Violence Program a 'Speak Out' training package has been developed which will include over 150 of Council's leaders to deliver this program across all of Council.
Develop our youths capacity through a Positive Youth Development model by providing effective learning and development approaches to achieve successful outcomes for young people	Learning and development programs delivered	In progress 	<ul style="list-style-type: none"> <li>• Ongoing fortnightly delivery of Girl Space program to support social connection and health and wellbeing of a diverse group of young women.</li> <li>• Ongoing fortnightly delivery and support of Young Men's Group to support social, physical and mental development of young men from diverse backgrounds. Discussion topics during this period include employment pathways and engaging in casual and volunteer work.</li> <li>• Youth-led project and event management initiatives delivered during period including Green Wardrobe, Youth Awards, Connection Tree, market stalls, Youth Collective, PopCon, Ballarat Show, Buninyong Festival music events and support of Highlands LLEN's Spring in the Park community festival.</li> <li>• Social Enterprise initiatives supported for youth-led initiatives of Animal Rescue Kits and other fundraising initiatives through market stalls.</li> </ul>
Develop our youths capacity through a Positive Youth Development model by providing an inclusive ethos where leadership and decision-making practices engage young people, and is valued, respected and used to contribute to building a better Ballarat	Young people involved in leadership and decision-making practices	In progress 	<p>Various youth committees and programs involve the leadership of young people who are active in the decision making in the planning and delivery of programs/events. Events and initiatives that involved young people in the planning and decision-making during this period included</p> <ul style="list-style-type: none"> <li>• Youth Awards ceremony attended by 500 community members</li> <li>• PopCon community event attended by over 100 people</li> <li>• Music events for Ballarat Show and Buninyong Festival</li> <li>• Participation of young people in the Ballarat Is Open through 'Design Sprint' workshop and participation of members in broader consultation sessions</li> <li>• Youth Collective session delivered focusing on bullying, providing a safe place for young people and identifying strategies and supports to develop resilience</li> <li>• Girl Space and Young Men's Group informed by the input of program participants</li> <li>• Members of Youth Council delivered their initiatives including Green Wardrobe and Connection Tree</li> </ul>
Develop our youths capacity through a Positive Youth Development model by providing volunteering opportunities to engage young people to learn and contribute to our community	Youth volunteering opportunities provided	In progress 	<ul style="list-style-type: none"> <li>• Ongoing delivery of volunteer programs, Youth Council and FReeZA Program, where young people are at the centre of decision-making and planning of their initiatives</li> <li>• Recruitment process for 2020 volunteer programs commenced for both Youth Council and FReeZA programs</li> <li>• Volunteering as judge and event day activities as part of Smart Art competition at Ballarat Show</li> <li>• Expressions submitted to volunteer at the Spilt Milk music festival</li> </ul>

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
<p>Develop our youths capacity through a Positive Youth Development model by providing partnerships and social networks that connect youth to community planning, programs and initiatives</p>	<p>Involvement of young people in planning, programs and initiatives</p>	<p>In progress</p> 	<ul style="list-style-type: none"> <li>Fortnightly delivery of Girl Space and Young Men's Group to support social connection and health and wellbeing of a diverse group of young women and men.</li> <li>Youth collective, bringing together collection of agency youth reference groups and community members in a social and consultative manner to discuss youth issues. This period included a partnership of community agencies of Council, Headspace, HLLLEN, YMCA, CMY, YAB to have the involvement of young people in a session 'Safe Place to Land' focusing on bullying, providing a safe place for young people and identifying strategies and support to develop resilience</li> <li>Utilising the FReeZA committee, youth volunteers participated in consultation of the 'Ballarat Is Open' strategy development involved in the 'Design Sprint' workshop and participation of members in broader consultation sessions</li> <li>Youth Council initiatives including Green Wardrobe, Connection Tree and a Safe Place to Land (Youth Collective) have all been led by young people in the planning, promotion and delivery of these initiatives</li> </ul>
<p>Develop our youths capacity through a Positive Youth Development model by providing ethical promotion of youth through positive images, role models and stories about young people to the community</p>	<p>Promotional activities of youth conducted</p>	<p>In progress</p> 	<ul style="list-style-type: none"> <li>Significant events promoting the achievements, talents and abilities of young people were held during this period.</li> <li>The major recognition program was Youth Awards, an official program to recognise the positive contributions of young people in our community across a variety of award categories. The Youth Awards captured over 120 nominations. It is supported through the sponsorship of various community agencies and businesses and in 2019 the presentation ceremony was attended by almost 500 people.</li> <li>Young people were also involved in various media opportunities highlighting their contributions to programs and to support promotion of their youth-led initiatives. These opportunities included speaking on local radio and newspaper interviews for Youth Awards, Green Wardrobe, ARK Rescue Kits, Girl Space general and market stalls.</li> <li>The achievements of young people have also been widely promoted and showcased via our Youth Services Social Media channels including Facebook and Instagram.</li> </ul>
<p>An increase in consultation with children</p>	<p>Attendance by children in consultation events or programs</p>	<p>In progress</p> 	<p>Children were involved in consultations regarding outdoor play spaces during Children's Week events and at Ballarat's Biggest Playgroup. Strategic Planning worked with Year 5 St Alipius students in a two-hour session, consulting on the Bridge Mall. The Engaging Communities Program consulted with Delacombe neighbourhood children under the age of 12 about a public space upgrade.</p>

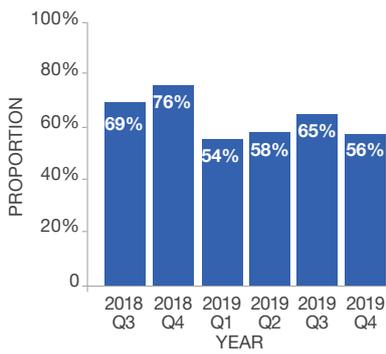
# WHAT WE PLAN TO ACHIEVE

## GOAL: PROSPERITY

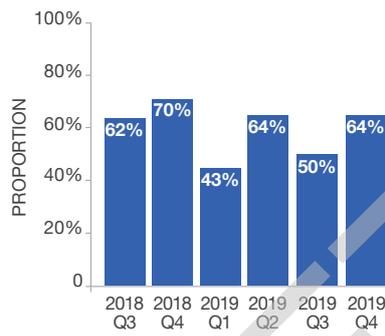
### Advance our economic position as the capital of Western Victoria

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

Percentage of planning permit applications decided within 60 calendar days.



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



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs	Ballarat Economic Program implemented	In progress 	The Ballarat Economic Program continues to be implemented as an ongoing activity. Some of the highlights over the last quarter include: Delivery of the Visitor Economy through activating the Ballarat Information Centre, Industry presentations with Mel Neill and the Future Lab and the Summer in Ballarat launch. The team has also started to deliver the 'Ballarat is Open' project and represented the City of Ballarat at the All Energy Expo.
Generate CBD jobs by developing and implementing a Bakery Hill Master Plan and renewing key sites	Council adoption of Bakery Hill Master Plan and progress towards renewing key sites	In progress 	The Bakery Hill Master Plan has been completed and was adopted by Council in October 2019. Detailed design work is underway for first stage implementation.
Ballarat Long-term Growth Options Investigation Plan	Complete Ballarat Long-term Growth Options Investigation Plan	Complete 	The Long Term Growth Options Investigation Plan has been completed and was presented to Council on 30 October 2019. The next stage will be a planning scheme amendment.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Miners Rest complete	Complete 	The Miners Rest Township Plan has been completed and was adopted by Council on 11 December 2019.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Buninyong complete	In progress 	Buninyong Township Plan has commenced and is on hold while residential character work is being completed. Work will recommence on the Township plan mid-2020



## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Warrenheip complete	In progress 	Township planning is being considered through the Long Term Growth Options Investigation report.
Advance major projects, including Ballarat Freight Hub	Ballarat Freight Hub advanced	In planning 	Council is working closely with Development Victoria and Regional Development Victoria to secure tenancy of the Ballarat Freight Hub. Negotiations are currently taking place.
Advance major projects, including Ballarat Innovation Centre	Ballarat Innovation Centre advanced	In planning 	The public/private partnership Council was pursuing has not evolved. Council continues to investigate other opportunities for progression.
Advance major projects, including Waste to Energy Facility	Waste to Energy Facility advanced	In planning 	The Waste to Energy project is on hold until the Victorian Government presents its Circular Economy Policy and Action Plan, which was expected to be released in late 2019. Council is still awaiting this policy direction.
Advance major projects, including Ballarat Aviation Emergency Services Hub	Ballarat Aviation Emergency Services Hub advanced	In planning 	Council is currently awaiting the outcome of a grant application and working on some of the recommendations around a recent Airport Business Plan that will inform the next steps for the Ballarat Aviation Emergency Services Hub.
Advance major projects, including Latrobe Street renewal (current Ballarat Saleyards site)	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In progress 	First two stages of consultation have been completed and an options paper is currently being prepared.
Advance major projects, including Ballarat Fernery redevelopment	Ballarat Fernery redevelopment advanced	In progress 	Waiting on Heritage Victoria Permit.
Advance major projects, including Victoria Park Master Plan	Victoria Park Master Plan initiatives progressively implemented	In planning 	The Sport and Active Living unit is working with internal and external stakeholders to develop an implementation plan for two new soccer pitches with floodlighting and a new community pavilion in Victoria Park. This project has been funded by Council with the support of the Sport and Recreation Sports Infrastructure Loans Scheme and is due to be delivered in the 2020-2021 financial year.
Develop Ballarat as a digital transformation and ICT leader	Progress of Digital Strategy	In progress 	Council continues to lead digital transformation within the sector. Numerous Councils across Victoria have approached the City of Ballarat for advice and guidance relating to digital transformation of service delivery.
Meeting timelines, budget and quality measures	Satisfy <i>Local Government Act 1989</i> requirements in regards to budget adoption, council plan and annual statement	In progress 	As per the <i>Local Government Act</i> , the City of Ballarat is meeting timelines in regards to budget adoption, Council Plan and the annual statement.

## WHAT WE PLAN TO ACHIEVE

### GOAL: SUSTAINABILITY

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

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

#### What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete and deliver the Ballarat Integrated Transport Action Plan	Ballarat Integrated Transport Action Plan delivered	In progress 	Integrated transport projects are being delivered by the City Design Studio, including extensive new path and cycling connections within the CBD and Ballarat East. Advocacy continues with PTV and the Department of Transport regarding a major review of the Ballarat Bus Network and major upgrades to the Ballarat rail line. A fully integrated transport and land use plan for the long-term future of Ballarat is under development. A major stakeholder engagement process will commence over coming months and feed into a final plan expected late 2020.
Complete the Ballarat Link Road to the Glenelg Highway	Ballarat Link Road to the Glenelg Highway delivered	In progress 	Stage 2 of the Ballarat Western Link Road is dependant on State Government funding. No announcements to date.
Deliver a sustainable approach to environmental management by working with community stakeholders: Central Victorian Greenhouse Alliance Action Group	Central Victorian Greenhouse Alliance Action Group partnership established	Not started 	Working with CVGA in consideration of Power purchase opportunities.
Deliver a sustainable approach to environmental management by working with community stakeholders: Catchment management and landcare groups	Catchment management and landcare groups partnerships established	In progress 	Environmental Sustainability Officer has commenced to work on delivery of the tree planting program and to work with peak environmental groups.
Deliver a sustainable approach to environmental management by working with community stakeholders: Clean Ballarat	Clean Ballarat partnership established	In progress 	Recruitment of Environmental Sustainability - Carbon Neutrality Officer in progress.
Deliver a sustainable approach to environmental management by working with community stakeholders: Regional Sustainability Alliance Ballarat	Regional Sustainability Alliance Ballarat partnership established	In progress 	Recruitment of Sustainability Officer in progress - will increase ability to work with community stakeholders.
Develop a state-of-the-art animal shelter for Ballarat and the region	State-of-the-art animal shelter developed	In planning 	Council report planned for last quarter of the financial year for the Animal Shelter's progress on upgrades and statistics. Still seeking opportunities to fund a new Regional Animal Shelter.
Develop and implement climate change adaptation initiatives with targets for emissions reductions	Climate change adaptation initiatives implemented	In progress 	Sustainability Officer - Carbon Neutrality Officer being recruited.

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Increase government funding for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	Not started 	Government funded projects include Scotchman's Lead Road bridge reconstruction project under the Bridge Renewal Program and the Country Road funding commitment providing upgrades to major Ballarat roads such as Gillies Road.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In progress 	Yarrowee Master Plan development continuing - has reached draft stage.
Deliver enhanced flood protection for Ballarat	Flood protection for Ballarat enhanced	In progress 	Design for the Mair Street flood protection pipe is progressing. Works are anticipated to be completed in 2022.  A flood protection plan for Miners Rest is being investigated with consultants undertaking feasibility studies to widen, deepen and beautify the Burrumbeet Creek through Miners Rest.  Design work has commenced on Charlesworth Street, Ballarat East for the construction of a dam wall to better protect Hemsley Park Village from flooding.  Design work has commenced on the Gong Dam wall rehabilitation in Buninyong to protect downstream properties from flooding.
Deliver Ballarat Strategy headline actions, including Waste to Energy project	Waste to Energy project delivered	In planning 	The Waste to Energy project is on hold until the Victorian Government presents its Circular Economy Policy and Action Plan, which was expected to be released in late 2019. Council is still awaiting this policy direction.
Deliver headline actions from the Ballarat Strategy including the Renewable Energy Action Plan initiatives	Renewable Energy Action Plan initiatives delivered	In progress 	Power Purchase Agreements in draft
Deliver headline actions from the Ballarat Strategy including the beautification of entrances and boulevards	Beautification of entrances and boulevards complete	In progress 	This program is being implemented -contractors engaged to do landscaping and irrigation works - now part of normal work practices - recurrent capital.



## WHAT WE PLAN TO ACHIEVE

### GOAL: ACCOUNTABILITY

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

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

#### What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advocate for Ballarat's priorities and enhance the city's reputation as the capital of Western Victoria.	Advocacy for Ballarat's priorities undertaken	In progress 	<p>Significant work to lead, develop and progress key regional partnership projects. Led Council for the \$4.5 million Rural Council Transformation Program involving seven Councils in the Central Highlands Region. Co-led Council progressing the Central Goldfields World Heritage bid, involving 13 LGA's and ongoing lobbying of State and Federal governments to secure funding and legislative changes needed to further the bid. Two former Victorian Premiers have been secured as co-Patrons. Secured significant stakeholder support (14 supporting submissions) for Council's application for \$5 million from the Federal Regional Airports Fund for a \$10 million stage one infrastructure project at Ballarat Airport. This will increase the airport's capacity to adequately and appropriately service Western Victoria.</p> <p>Took the Victorian lead in removing glass from residential kerbside recycling bins across the municipality, continued to press the State Government to release its circular economy policy to give certainty to the sector and to inform Council's decision-making in this area.</p>
Engage and communicate with our community and other stakeholders	Engagement activities conducted	In progress 	<p>25 individual community engagement sessions were delivered during the quarter. Key engagement processes undertaken included 'Ballarat Is Open' and the Gong Dam redevelopment proposal in Buninyong. As part of the Engaging Communities Program for Ballarat East, on-site engagement sessions were facilitated with local residents at Pennyweight Park and Sparrow Ground.</p>
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 	<p>Key focus in this area continues to be around recycling and the circular economy. The City of Ballarat has made repeated approaches to State Government agencies seeking release of the Circular Economy policy, however this has again been delayed until 2020. This delay hampers Council's ability to make fully informed responses and decisions in regard to recycling, new energy and waste to energy.</p>
Implement the Digital Strategy, better utilise innovative online engagement tools and make our information and data accessible to our community and stakeholders	Digital Strategy implemented	In progress 	<p>Council is continuing to implement the Digital Strategy. Development has continued on a new Open Data platform, as well as the rollout of sensors at the Lake Wendouree Digital Living Lab.</p>
Investigate and deliver shared local government services within the region	Shared local government services delivered	In progress 	<p>Council is continuing to advance the business case and progression of the Rural Councils Transformation Program, in which the Central Highlands Council was successful in obtaining \$4.5 million of funding towards the program.</p>

## What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Review business operations to drive financial and service improvements	Financial and service improvements	In progress 	Council has focused on improving the service delivery associated with recycling changes facing the region. This has allowed new practices to be on a digital platform, reducing costs in cycle times, as well as producing data for Business Insights.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	Council's approach to lobbying continues to be strengthened and refined. As key projects in the post-election period are delivered, and Council's priorities change or evolve, there is a stronger focus on relationship-building, information sharing and ensuring key stakeholders are kept regularly updated. This will ensure stakeholders are receptive to future approaches from Council.



DRAFT

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**10.6. STAKEHOLDER REFERENCE GROUPS**

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Cameron Montgomery – Executive Manager Safety Risk and Compliance Services

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

- 1. Establish a Tourism Events Stakeholder Reference Group and adopt the Terms of Reference for that Group to support the City of Ballarat in achieving the objectives of the Ballarat Event Strategy 2018 - 2028.**
- 2. Establish a Ballarat Major Events Precinct Stakeholder Reference Group and adopt the Terms of Reference for that Group to ensure all event planning and event activation is shared across all user groups and affected parties in a timely manner and to provide a forum for advocacy for future development of the Ballarat Major Events Precinct in the interests of the local community.**
- 3. Have each Group meet on a quarterly basis or with such other frequency as determined by Council, or absent such a resolution, as agreed by the Reference Groups from time to time.**
- 4. Appoint Cr \_\_\_\_\_ and Cr \_\_\_\_\_ to the Tourism Events Stakeholders Reference Group with Cr \_\_\_\_\_ appointed as Chair.**
- 5. Appoint Cr \_\_\_\_\_ and Cr \_\_\_\_\_ to the Ballarat Major Events Precinct Stakeholders Reference Group with Cr \_\_\_\_\_ appointed as Chair.**

**EXECUTIVE SUMMARY**

In late 2019, Councillors requested the Chief Executive Officer to investigate options for the establishment of advisory or reference groups in relation to the Ballarat Major Events Precinct in Ballarat North and in relation to the Tourism Events Strategy implementation.

It is recommended that Councillors approve the establishment of a Tourism Events Stakeholder Reference Group to support the City of Ballarat in achieving the objectives of the Ballarat Event Strategy 2018 - 2028.

Specifically, the purpose of the Group is to:

1. Increase commercial sector participation and support for tourism events.
  2. Seek to generate a greater economic return for the visitor economy from tourism events.
  3. Assist to build Ballarat's profile as a leading destination of events in regional Australia, focused on building local capability and capacity.
  4. Provide expert guidance to support the review of the Ballarat Event Strategy 2018 - 2028.
-

5. Use its best endeavours to ensure events provide greater community participation and outcomes.

Additionally, it is recommended that Councillors approve the establishment of a Ballarat Major Events Precinct (BMEP) Stakeholder Reference Group. This would ensure all event planning and event activation of the BMEP is shared across all user groups and affected parties in a timely manner; and to provide a forum for advocacy for future development of the BMEP in the interests of the local community.

The purpose of the Group is to:

1. Collaboration between all user groups and local residents;
2. Providing a consultative forum to support event planning and event activation that encourages information sharing across all user groups and stakeholders in a timely manner;
3. Enabling a consultative forum to discuss matters to improve events conducted within the BMEP; and
4. Advocating for future development of the BMEP in the interests of the local community.

## **RATIONALE**

### Tourism Events Stakeholder Reference Group

Events will play a pivotal role in achieving Ballarat's economic and social ambitions over the next 10 years, to effectively capitalise on this, the City of Ballarat has adopted a Ballarat Event Strategy 2018 - 2028.

The Ballarat Events Strategy 2018-2028 presents a vision for Ballarat to be a compelling destination for world-class events, supported by tangible actions to generate legacy benefits, grow reputation and appeal, and optimise economic impact. With this strategy, Ballarat has the platform to sustain a vibrant events calendar that increases visitor nights and spend in the city and surrounds.

However, the support and involvement from the commercial sector and the community is required to effectively develop, grow, and leverage the best possible outcomes. To galvanise and coordinate this support, it is recommended in the Ballarat Event Strategy 2018 - 2028 that Council establish a Tourism Events Stakeholder Reference Group to advise on how best to maximise positive outcomes from tourism events.

### Ballarat Major Events Precinct Reference Committee

The Ballarat Major Events Precinct (BMEP) is located at the northern gateway to Ballarat. The current facilities include Ballarat Showgrounds, CE Brown Reserve, North Ballarat Reserve (including Mars Stadium and North Oval 2) and Ballarat Sports Events Centre (BSEC).

In May 2015, the Victorian State Government committed \$31.5 million in funding for the redevelopment of BMEP, including:

- \$2.5m for the Lake Wendouree Football & Netball Club facility (Wendouree Sports Complex);
  - \$5m for the Ballarat Agricultural & Pastoral Society (BAPS) facilities upgrade;
-

- \$9m for a new Ballarat Sports Events Centre (extension to Wendouree Netball Centre); and
- \$15m for the first stage of the Mars Stadium redevelopment.

In addition, Council has committed \$5m funding toward the Ballarat Sports Events Centre project, bringing the total investment across the precinct to \$36.5m. This significant investment in infrastructure aims to create a vibrant events and sporting precinct, activated with local, state, national and international events and community use. The Western Bulldogs AFL club has formalised with Council and the Victorian State Government its ongoing commitment to play AFL regular season matches at Mars Stadium establishing a strong presence in the region.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

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

## REPORTING AND COMPLIANCE STATEMENTS

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

**Human Rights** – Section 18(1) of the *Charter of Human Rights and Responsibilities Act 2006* provides that every person in Victoria has the right, and is to have the opportunity, without discrimination, to participate in the conduct of public affairs, directly or through freely chosen representatives.

**Social/Cultural** – Accessibility to local government must be encouraged across the community. Establishment of reference groups enable broadening the knowledge and understanding of the role of local government in the wider community. Conversely, engagement with community members can lead to greater insight for Council to the needs of community that support good governance through transparent and informed decision making.

**Risk Management** – Risks may present to Council if relevant stakeholders are not engaged and invited to contribute. Greater engagement provides an opportunity for mitigation controls to be implemented.

**CONSULTATION**

Council staff have had ongoing informal and formal consultation with relevant stakeholders. The establishment of the reference groups is designed to formalise these consultation arrangements.

**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**

- Committees Policy

**ATTACHMENTS**

1. Tourism Events Stakeholder Reference Group - Terms of Reference [**10.6.1** - 3 pages]
2. Ballarat Major Event Precinct Stakeholder Reference Group - Terms of Reference [**10.6.2** - 4 pages]

# TOURISM EVENTS STAKEHOLDER REFERENCE GROUP

## TERMS OF REFERENCE

### 1. BACKGROUND

- 1.1 By this Terms of Reference document, the Ballarat City Council (Council) establishes the Tourism Events Stakeholder Reference Group (Reference Group).
- 1.2 Council recognises the importance of stakeholder consultation in relation to Tourism Events within the Municipality and has established this Reference Group as a means of consultation for matters relating to Tourism Events.
- 1.3 The Reference Group has the functions and responsibilities as set out in this Terms of Reference document. The Terms of Reference document sets out the structure and basis on which the Reference Group can function.
- 1.4 This Terms of Reference document is authorised by a resolution [insert resolution number after the Council meeting] of Council passed on [insert date of the Council meeting the ToR were endorsed, after the Council meeting].

### 2. PURPOSE

The Reference Group is established for supporting Council to achieve the objective of the Ballarat Event Strategy 2018 - 2028. More specifically the purpose of the Reference Group is to:

- 2.1 Increase commercial sector participation and support of tourism events.
- 2.2 Seek to generate an economic return for the visitor economy from tourism events.
- 2.3 Assist to build Ballarat's profile as a leading destination for events in Australia, focused on building local capacity.
- 2.4 Provide expert guidance to support to review the Ballarat Event Strategy 2018 – 2028.
- 2.5 Use its best endeavours to ensure that events provide greater community participation and outcomes.

### 3. ROLES AND RESPONSIBILITY

The role of the Group is to:

- 3.1 Provide a consultative forum for tourism events both scheduled and proposed.
- 3.2 Participate in discussions at scheduled meetings of the Reference Group
- 3.3 Support the work of Council in developing partnerships with the wider community, the tourism sector and government sector to promote and develop tourism events.
- 3.4 Provide input to Council regarding future tourism event development through the Event Strategy Review; and.
- 3.5 Reference Group members are expected to keep confidential all sensitive, commercial and personal information that the members encounter while being a member of the Group, and not to act in any way that would bring the Council into disrepute.

#### 4. MEMBERSHIP

4.1 The Reference Group will consist of 8 members comprising of:

4.1.1 2 Councillors from the Liveability and Prosperity portfolios appointed by Council from time to time;

4.1.2 3 members from the Victorian visitor economy sector as approved by Council;

4.1.3 2 members from the Victorian creative sector as approved by Council;

4.1.4 1 member of the community as approved by Council.

Visitor economy sector members and creative sector members will be selected on merit and expertise and appointed as individuals and not as representatives of a group or organisation. Selection will be based on demonstrated skills and experience in the following areas:

4.1.5 Demonstrated experience in developing and delivering major events including leveraging commercial opportunities.

4.1.6 Some experience in either marketing, governance, visitor experience mapping or trend analysis.

4.1.7 Proven ability to work cooperatively in advisory groups or selection panels.

4.2 The Chief Executive Officer shall appoint a Council Officer to provide administrative support and guidance to the Reference Group.

4.3 A Council Officer appointed under clause 4.2 is not considered a member of the Reference Group.

4.4 The Councillor appointed to the Reference Group will be the Chairperson of the Group.

4.5 Where the Chairperson is absent from a meeting, the other Councillor will chair the meeting, and in the event of their absence, the Reference Group may appoint any member to act as Chairperson for that meeting.

4.6 Any Councillor can attend the meeting as an observer.

4.7 Appointments to the Reference Group shall be for a period of 12 months.

#### 5. MEETINGS

5.1 Unless Council resolves otherwise, Reference Group meetings will be conducted at the Group's discretion under the direction of the Chair.

The Reference Group shall meet on a quarterly basis and at such times and places as are necessary to enable it to exercise and discharge its functions as described herein.

5.2 The Chairperson will chair all Reference Group meetings when present.

5.3 The Chairperson is the authorised spokesperson for the Reference Group.

5.4 The role of the Council Officer appointed under clause 4.2 includes:

- 5.4.1 maintaining a Register of Reference Group members, their date of appointment, reappointment and official positions (if any) held as a Reference Group member;
  - 5.4.2 advising Reference Group members of term completion dates and their eligibility for reappointment as relevant;
  - 5.4.3 acting as the contact point between Council and the Reference Group; and
  - 5.4.4 assisting with meeting the Reference Group's reporting requirements.
- 5.5 A quorum of the Group will be half of the members plus one.

## **6. DECISION-MAKING PROCESSES**

- 6.1 The Reference Group is a consultative forum and hence consensus or other decision-making processes are not required.

## **7. REPORTING**

- 7.1 The Reference Group is responsible for taking proper minutes of all meetings.
- 7.2 The Reference Group shall prepare and present to Council a report of its activities upon being requested to do so by Council.

## **8. CREATION AND DISSOLUTION**

- 8.1 These Terms of Reference:
  - 8.1.1 come into force immediately the resolution of Council adopting them is made; and
  - 8.1.2 remain in force until Council determines to vary or revoke them.
- 8.2 By these Terms of Reference, the Reference Group:
  - 8.2.1 is established; and
  - 8.2.2 has the responsibilities as set out in this Terms of Reference document.
- 8.3 The Reference Group can be dissolved by resolution of Council.

Dated: *[insert date of the Council meeting the ToR was endorsed, after the Council meeting]*

# BALLARAT MAJOR EVENTS PRECINCT STAKEHOLDER REFERENCE GROUP

## TERMS OF REFERENCE

### 1. BACKGROUND

- 1.1 By this Terms of Reference document, the Ballarat City Council (Council) establishes the Ballarat Major Events Precinct Stakeholder Reference Group (Reference Group).
- 1.2 Council recognises the importance of stakeholder consultation in relation to the Ballarat Major Events Precinct (BMEP) and events held therein. Council has established this Reference Group as a means of consultation for matters relating to the BMEP.
- 1.3 This Terms of Reference document sets out the structure and basis on which the Reference Group can function.
- 1.4 This Terms of Reference document is authorised by a resolution [insert resolution number after the Council meeting] of Council passed on [insert date of the Council meeting the ToR were endorsed, after the Council meeting].

### 2. PURPOSE

The Reference Group is established for the purpose of:

- 2.1 Collaboration between all user groups and local residents;
- 2.2 Providing a consultative forum to support event planning and event activation that encourages information sharing across all user groups and stakeholders in a timely manner;
- 2.3 Enabling a consultative forum to discuss matters to improve events conducted within the BMEP; and
- 2.4 Advocating for future development of the BMEP in the interests of the local community.

### 3. ROLES AND RESPONSIBILITY

The role of the Reference Group is to:

- 3.1 Provide a consultative forum on the activation, planned events and future development of the BMEP.
- 3.2 Participate in discussions at scheduled meetings of the Reference Group.
- 3.3 Support the work of Council in developing partnerships with the wider community and government sector to promote and develop the BMEP.
- 3.4 Provide an avenue to share details of all events within the precinct with the objective of maintaining an up to date BMEP Calendar of events.
- 3.5 Ensure a collaborative approach with Council staff and other stakeholders to event management issues such as parking and logistics arrangements within BMEP.
- 3.6 Provide input regarding future infrastructure development within BMEP.

- 3.7 Reference Group members are expected to keep confidential all sensitive, commercial and personal information that the members may encounter while being a member of the Group, and not to act in any way that would bring the Council into disrepute.

#### 4. MEMBERSHIP

- 4.1 The Reference Group will consist of twelve (12) members comprising of:

One representative from each nominated user group as determined by Council:

- (a) North Ballarat Sports Club Football Netball Club
- (b) Greater Western Region Rebels – AFL Victoria
- (c) Basketball Ballarat
- (d) Lake Wendouree FNC
- (e) North Ballarat Cricket Club
- (f) Lake Wendouree Cricket Club
- (g) Wendouree Athletic Club
- (h) Ballarat Agricultural Society

plus

- 4.1.2 2 Councillors from the Liveability and Prosperity portfolios appointed by Council from time to time;

- 4.1.3 2 community members from the surrounding residential area.

Community members will be selected on merit and expertise and appointed as individuals and not as representatives of a group or organization. The selection will be based on demonstrated skills and experience in the following areas;

- 4.1.4 Professional and/or community engagement experience;

- 4.1.5 Proven ability to work cooperatively in advisory groups or selection panels.

- 4.2 The Chief Executive Officer shall appoint a Council Officer to provide administrative support and guidance to the Reference Group.

- 4.3 A Council Officer appointed under clause 4.2 is not considered a member of the Reference Group.

- 4.4 A Councillor appointed to the Reference Group will be the Chairperson of the Group as determined by Council.

- 4.5 Where the Chairperson is absent from a meeting, the other Councillor will chair the meeting, and in the event of their absence, the Reference Group may appoint any member to act as Chairperson for that meeting.

- 4.6 Any Councillor can attend the meeting as an observer.

- 4.7 Appointments to the Reference Group shall be for a period of 12 months.

## 5. MEETINGS

- 5.1 Unless Council resolves otherwise, Reference Group meetings will be conducted at the Group's discretion under the direction of the Chair
- 5.2 The Reference Group shall meet on a quarterly basis and at such times and places as are necessary to enable it to exercise and discharge its functions as described herein.
- 5.3 The Chairperson will chair all Reference Group meetings when present.
- 5.4 The Chairperson is the authorised spokesperson for the Group.
- 5.5 The role of the Council Officer appointed under clause 4.2 includes:
  - 5.5.1 maintaining a Register of Reference Group members, their date of appointment, reappointment and official positions (if any) held as a Reference Group member;
  - 5.5.2 advising Reference Group members of term completion dates and their eligibility for reappointment as relevant;
  - 5.5.3 acting as the contact point between Council and the Reference Group; and
  - 5.5.4 assisting with meeting the Reference Group's reporting requirements.
- 5.6 A quorum of the Reference Group will be half of the members plus one.

## 6 DECISION-MAKING PROCESSES

- 6.1 The Reference Group is a consultative forum and hence consensus or other decision-making processes are not required.

## 7 REPORTING

- 7.1 The Reference Group is responsible for taking proper minutes of all meetings.
- 7.2 The Reference Group shall prepare and present to Council a summary report of its activities upon being requested to do so by Council.

## 8 CREATION AND DISSOLUTION

- 8.1 These Terms of Reference:
  - 8.1.1 come into force immediately the resolution of Council adopting them is made; and
  - 8.1.2 remain in force until Council determines to vary or revoke them.
- 8.2 By these Terms of Reference, the Reference Group:
  - 8.2.1 is established; and
  - 8.2.2 has the responsibilities as set out in this Terms of Reference document.
- 8.3 The Reference Group can be dissolved by resolution of Council.

Dated: *[insert date of the Council meeting the ToR was endorsed, after the Council meeting]*

DRAFT

**10.7. CEO PERFORMANCE REVIEW ADVISORY COMMITTEE TERMS OF REFERENCE**

**Division:** Business Services  
**Director:** Glenn Kallio  
**Author/Position:** Darren Whitford - Coordinator Risk and Compliance

**OFFICER RECOMMENDATION**

Council resolves to:

1. Revoke the CEO Performance Review Advisory Committee Terms of Reference endorsed 4 April 2018 by resolution (R88/18).
2. Endorse the CEO Performance Review Advisory Committee Terms of Reference attached to come into force immediately.

**EXECUTIVE SUMMARY**

The purpose of this report is to adopt revised Terms of Reference for the CEO Performance Review Advisory Committee to reflect a change in position title from Deputy Director Policy and Innovation to Director Innovation and Organisational Improvement.

Currently the Terms of Reference list the annual report to be delivered by the Deputy Director Policy and Innovation to all Councillors In-Camera during a Council meeting. This title is no longer current, and the Terms of Reference will be amended to reflect the new title of Director Innovation and Organisational Improvement.

Clause 8 stipulates that the Terms of Reference are to come into force immediately upon resolution.

No other changes to the Terms of Reference are recommended at this time.

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

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

**REPORTING AND COMPLIANCE STATEMENTS**

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

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

**Risk Management** – The amendment of the Terms of Reference to appropriately reflect the correct position title of the relevant Council Officer mitigates risks of governance non-compliance.

## **CONSULTATION**

Revoking the Terms of Reference and endorsing the revised documents does not require any public consultation.

## **OFFICERS DECLARATIONS OF INTEREST**

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

## **REFERENCE DOCUMENTS**

## **ATTACHMENTS**

1. Terms of Reference [**10.7.1** - 4 pages]

# CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW ADVISORY COMMITTEE

## TERMS OF REFERENCE

### 1. BACKGROUND

- 1.1 By this Terms of Reference document, the Ballarat City Council (**Council**) establishes the Chief Executive Officer (**CEO**) Performance Review Advisory Committee (**Committee**).
- 1.2 Council will establish from time to time various Advisory Committees. The purpose of the Committee is to provide Council with expertise in relevant matters to assist its decision making for the Ballarat Community.
- 1.3 The Committee has the functions and responsibilities as set out in this Terms of Reference document. The Terms of Reference document sets out the structure and basis on which the Committee can make recommendations to Council.
- 1.4 This Terms of Reference Instrument is authorised by a resolution (.....) of Council passed on 11 March 2020.
- 1.4 The *Local Government Act 1989* requires that:
  - 1.4.1 The CEO, as a Senior Officer, is engaged via a contract including performance criteria;
  - 1.4.2 A review of the CEO's performance and remuneration occur (at least) annually; and
  - 1.4.3 The CEO, as a Senior Officer, can only be engaged under a fixed term contract with a maximum of five years.

### 2. PURPOSE

The Committee is established for the purpose of:

- 2.1 Meeting Council's obligations of the *Local Government Act 1989* with regard to the position of the CEO.

### 3. OBJECTIVES

The objectives of the Committee are:

- 3.1 Review the CEO's remuneration package annually considering the CEO's performance, current level of remuneration and in comparison, to the Local Government Victoria annual survey of LGA CEO Remuneration.
- 3.2 Subject to final Council approval, the Committee is also authorised to negotiate the terms and conditions of employment for a potential new contract with the current CEO.

- 3.3 Recommend to Council any adjustments to the CEO's remuneration arising from the above reviews, consistent with the CEO's contract of employment.
- 3.4 Operate within the financial parameters approved by Council in its annual and five-year budgets.

#### **4. ROLES AND RESPONSIBILITY**

- 4.1 The role of the Committee is:
  - 4.1.1 To have an active role in communicating community views to Council; and
  - 4.1.2 Develop Key Performance Indicators and undertake formal performance reviews of the CEO in accordance with the contract of employment.
- 4.2 Committee members are expected to keep confidential all sensitive, commercial and personal information that the members encounter while being a member of the Committee.

#### **5. MEMBERSHIP**

- 5.1 The Committee will consist of:
  - 5.1.1 A minimum of five Councillors; or
  - 5.1.2 May second up to and including all nine Councillors; and
  - 5.1.3 One Independent Advisor with appropriate expert advice as required to assist Council in carrying out its responsibilities. Whereby, the Independent Member has:
    - 5.1.3.1 Demonstrated human resource management skills, senior business experience and/or local government experience and/or employment law background;
    - 5.1.3.2 Demonstrated ability in relation to performance management and development of Executive level staff; and
    - 5.1.3.3 Previous experience or facilitation experience working with Executive, Governance bodies or Board Members in membership and or / facilitation roles.
- 5.2 The Independent Advisor appointed under clauses 5.1.3 is not considered a member of the Committee and does not have voting rights.
- 5.3 The Committee will be in place until a General Election of Council. The Committee membership and Terms of Reference will be reviewed within three months following the General Election.
- 5.4 The tenure of members shall be reviewed annually.
- 5.5 The Mayor of the Day must preside as Chairperson at meetings of the Committee.
- 5.6 If the Mayor of the Day is not present at a meeting of the Committee, the members, must appoint the Deputy Mayor as Chairperson for that meeting.

## 6. MEETINGS

- 6.1 Unless Council resolves otherwise, Committee meetings must be conducted in accordance with:
- 7.1.1 Council's Meeting Procedure Local Law (as amended from time to time and adopted by Council);
  - 7.1.2 Part 4, Division 2 of the *Local Government Act 1989*; and
  - 7.1.3 The Committee's discretion, as exercised from time to time.
- 6.2 The committee will meet not less than two times per year; one meeting will be to complete the formal annual review; and the second to undertake an informal monitoring of performance.
- 6.3 The role of the Independent Advisor appointed under clause 5.1.3 includes:
- 6.3.1 maintaining a Register of Committee members, their date of appointment, reappointment and official positions (if any) held as a Committee member;
  - 6.3.2 advising Committee members of term completion dates and their eligibility for reappointment as relevant;
  - 6.3.3 acting as the contact point between Council and the Committee; and
  - 6.3.4 assisting with meeting the Committee's reporting requirements.
- 6.4 A quorum of the Committee will be half of the members plus one.
- 6.5 Voting will be by a majority of votes by a show of hands. Only members in attendance are entitled to vote. The Chairperson shall have the casting vote in the event of an equality of votes.

## 7. REPORTING

- 7.1 The Committee is responsible for taking proper minutes of all meetings and preparing reports for the Committee's consideration in accordance with:
- 7.1.1 Council's Meeting Procedure Local Law (as amended from time to time and adopted by Council).
  - 7.1.2 Part 4, Division 2 of the *Local Government Act 1989*.
  - 7.1.3 The Committee's discretion, as exercised from time to time.
- 7.2 The Committee must prepare and present to Council a report of its activities upon being required to do so by Council, in any event at least once per year.
- 7.3 In accordance with the *Local Government Act 1989*, when a Councillor attends an Advisory Committee Meeting, this is deemed to be an Assembly of Councillors.
- 7.4 Consequently, an Assembly of Councillors Record must be completed as soon as possible by the Independent Advisor appointed under clause 5.1.3 or, the Committee Chairperson, and forwarded to the Statutory Compliance Unit for inclusion in the report to Council.

- 7.5 The annual report is delivered by the Director Innovation and Organisational Improvement to all Councillors In-Camera during a Council meeting. No other Council Officers are permitted to be present.

## **8. CREATION AND DISSOLUTION**

- 8.1 These Terms of Reference:
- 8.1.1 Come into force immediately the resolution of Council adopting them is made; and
  - 8.1.2 Remain in force until Council determines to vary or revoke it.
- 8.2 By these Terms of Reference the Committee:
- 8.2.1 is established; and
  - 8.2.2 has the responsibilities as set out in the Terms of Reference.
- 8.3 The Committee must be dissolved by a resolution of Council.

Dated: 11 March 2020

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**10.8. S11A INSTRUMENT OF APPOINTMENT AND AUTHORISATION (PLANNING AND ENVIRONMENT ACT 1987)**

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

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

1. Exercise the powers conferred by s224 of the *Local Government Act 1989* (the Act) and the other legislation referred to in the attached instruments of appointment and authorisation (the instrument), and that
  - a. Kimberly Purvis and Paul Judge be appointed and authorised as set out in the instruments.
  - b. The instruments come into force immediately the common seal of Council is affixed to the instrument and remain in force until Council determines to vary or revoke them.
  - c. The instruments be sealed.
2. Revoke the S11A Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Leah Clark (R354/16).

**EXECUTIVE SUMMARY**

The purpose of the report is to endorse the S11A Instrument of Appointment and Authorisations under the *Planning and Environment Act 1987* to Kimberly Purvis and Paul Judge.

The purpose of this report is to also seek Council's endorsement to revoke the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* for Leah Clark.

**RATIONALE**

The Chief Executive Officer appoints the majority of authorised officers under section 224 of the *Local Government Act 1989*, through Council's delegation to the Chief Executive Officer. However, the appointment of authorised officers under the *Planning and Environment Act 1987* cannot be delegated by the Chief Executive Officer and must be made through a resolution of Council.

Kimberly Purvis and Paul Judge hold the position of Strategic Planner and the *Planning and Environment Act 1987* requires Council to endorse the authorisations for the officers to undertake duties authorised by Council.

At the Council Meeting held on 14 December 2016 Council resolved R354/16 to endorse the authorisation of Leah Clark under the *Planning and Environment Act 1987*. Leah Clark is no

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longer in the role of Coordinator Statutory Planning and the authorisation requires revocation by Council resolution.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*;
- *Local Government (General) Regulations 2015*;
- *Planning and Environment Act 1987*; and
- City of Ballarat Council Plan 2017-2021.

## REPORTING AND COMPLIANCE STATEMENTS

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

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

**Risk Management** - It is essential that Council's authorisations are constantly maintained and periodically monitored so that appropriate officers have the power to carry out their duties lawfully. This is a key component in Council meetings, as legislation requires Council to approve authorised officers under the *Planning and Environment Act 1987*.

**Implementation/Marketing** – As per section 12(f) of the *Local Government (General) Regulations 2015*, Council will make the details of the current authorised officers under section 224(1A) of the Act available for public inspection.

**Evaluation and Review** - Council's authorisations are reviewed and updated upon changes to the role of a Council Officer, legislative changes and at cessation of employment.

## CONSULTATION

There has been consultation with relevant managers and officers to ensure the correct officers have been authorised to complete tasks.

The revocation and conferring of authorisations does not require any public consultation, however, Council is required to keep a register of all authorised officers available for public inspection.

## **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**

- Council report and resolution 14 December 2016

## **ATTACHMENTS**

1. S11A - Kimberly Purvis [**10.8.1** - 2 pages]
2. S11A - Paul Judge [**10.8.2** - 2 pages]



*S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)*

**Ballarat City Council**

**Instrument of Appointment and Authorisation  
(*Planning and Environment Act 1987* only)**



**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**Kimberly Purvis**

**By this instrument of appointment and authorisation Ballarat City/Shire Council -**

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be **an** authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

Date:

**The Common Seal of Ballarat City Council** )  
was affixed by authority of the Council in the )  
presence of: )

..... Mayor/Councillor

..... Councillor

..... Chief Executive Officer



*S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)*

**Ballarat City Council**

**Instrument of Appointment and Authorisation  
(*Planning and Environment Act 1987* only)**



**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**Paul Judge**

**By this instrument of appointment and authorisation Ballarat City/Shire Council -**

- 1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be **an** authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under s 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

Date:

**The Common Seal of Ballarat City Council** )  
was affixed by authority of the Council in the )  
presence of: )

..... Mayor/Councillor

..... Councillor

..... Chief Executive Officer

**10.9. S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF**

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

**OFFICER RECOMMENDATION**

**Council resolves to:**

**Exercise the powers conferred by s 98(1) of the *Local Government Act 1989* and the other legislation referred to in the attached instrument of delegation, and that:**

- 1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.**
- 2. The instrument comes into force immediately the common seal of Council is affixed to the instrument.**
- 3. On the coming into force of the instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.**
- 4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.**

**EXECUTIVE SUMMARY**

The purpose of this report is to present the revised changes to the S6 Instrument of Delegation from Council to Members of Staff for Council's consideration, pursuant to Section 98 of the *Local Government Act 1989*.

It is proposed that the Instrument of Delegation be granted to the positions of members of Council staff rather than to the individual staff members. This means that the delegation will still apply to the incumbent of the position should there be a change in personnel or any staff acting in the role. It is imperative that Council staff have the correct delegation for dealing with matters under the various Acts and Regulations.

Changes to the Instrument of delegation since the last approved iteration include:

- New legislative requirements within the *Residential Tenancies Act 1997* (see attachment two);
- Legislative changes to current provisions of the *Residential Tenancies Act 1997* and *Road Management Act 2004* (see attachment three); and
- Removal of legislative section within the *Rail Safety (Local Operations) Act 2006* (see attachment four).

The revised delegation has been reviewed at officer level and is considered appropriate for the ongoing administrative efficiency of Council. The draft revised Instrument is presented at Attachment one. Attachment two outlines the new legislative requirements marked up that

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have been allocated to the appropriate officers. Attachment three outlines the proposed changes to existing legislation. Attachment four outlines the removal of legislation that is no longer required within the *Rail Safety (Local Operations) Act 2006*.

## RATIONALE

Section 98 of the *Local Government Act 1989* (the Act) enables Councils, by an Instrument of Delegation, to delegate to a member of staff, any *duty and/or function and/or power* under the Act or any other Act other than:

- This power of delegation;
- The power to declare a rate or charge;
- The power to borrow money;
- The power to approve any expenditure not contained in a budget approved by the Council;
- Any power, duty or function of the Council under section 223; and
- Any prescribed power\*.

*\* A prescribed power is the ability to establish rules, laws, guides or directions or to assert a title or right to something on the grounds of prescription.*

Council is a legal entity composed of its Councillors, which acts in one of two ways – by resolution or through another acting on Council’s behalf. Where Council chooses to act through others, this must be formalised through a written means known as an *Instrument of Delegation* wherever practical, which articulates the nature of the delegation, and any condition or limitation under which the delegation is to be exercised.

## LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*;
- *Local Government (General) Regulations 2015*;
- *Rail Safety (Local Operations) Act 2006*;
- *Road Management Act 2004*;
- *Residential Tenancies Act 1997*; and
- City of Ballarat Council Plan 2017-2021.

## REPORTING AND COMPLIANCE STATEMENTS

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

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

**Risk Management** - Council delegations need to be constantly maintained to ensure that appropriate Officers have the power to carry out their duties lawfully. This is a key component in Council meetings as the S6 Instrument of Delegation, Members of Council Staff requires approval from Council in accordance with legislative compliance obligations.

**Implementation/Marketing** - As per Section 12(d) of the *Local Government (General) Regulation 2015*, Council will make the details of current delegations under section 87 and 98 of the Act available for public inspection.

**Evaluation and Review** - Council reviews Instruments within 12 months of Local Government Elections and when there are legislative and position title updates.

## **CONSULTATION**

There has been consultation with relevant managers and officers to ensure positions have been delegated to legalisation associated with their tasks.

The revocation and conferring of delegations does not require any public consultation, however, Council is required to keep registers of all delegations available for public inspection.

## **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. S6 Instrument of Delegation - Members of Staff [**10.9.1** - 94 pages]
2. New Legislative Requirements [**10.9.2** - 3 pages]
3. Legislation Changed [**10.9.3** - 2 pages]
4. Legislation Removed [**10.9.4** - 3 pages]



***S6. Instrument of Delegation - Members of Staff***

**Ballarat City Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**

## S6 Instrument of Delegation - Members of Staff

### Preamble

#### Instrument of Delegation

In exercise of the power conferred by s 98(1) of the Local Government Act 1989 and the other legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:

- AOBs: Administration Officer Building Services
- AOEh: Administration Officer Environmental Health
- AOGAF: Administration Officer Growth Areas Facilitation
- AOllT: Administration Officer Local Laws and Traffic
- AOSC: Administration Officer Statutory Compliance
- AOSTP: Administration Officer Statutory Planning
- CAM: Coordinator Asset Management
- CBS: Coordinator Building Services
- CCPE: Coordinator Compliance and Parking Enforcement
- CEH: Coordinator Environmental Health
- CGAF: Coordinator Growth Areas Facilitation
- CID: Coordinator Infrastructure Delivery
- CIT: Coordinator Integrated Transport
- CO: Compliance Officer
- CPG: Coordinator Parks and Gardens
- CRC: Coordinator Risk and Compliance
- CRM: Coordinator Road Maintenance
- CSS: Construction Site Supervisor
- CSTP: Coordinator Statutory Planning
- CSTPO: Coordinator Statutory Planning Operations
- DBS: Director Business Services
- DDP: Director Development and Planning
- DIE: Director Infrastructure and Environment
- EHO: Environmental Health Officer
- EMDf: Executive Manager Development Facilitation
- EMEP: Executive Manager Economic Partnerships
- EMI: Executive Manager Infrastructure
- EMOE: Executive Manager Operations and Environment
- EMPSFM: Executive Manager Property Services and Facilities Management
- EMRS: Executive Manager Regulatory Services
- EMSRCS: Executive Manager Safety, Risk and Compliance Services
- GAFO: Growth Areas Facilitation Officer
- HSO: Health Services Officer
- LLEO: Local Laws Events Officer
- MBS: Municipal Building Surveyor
- MED: Manager Economic Development
- MSP: Manager Strategic Planning
- MSTP: Manager Statutory Planning
- Not Applicable: Not Applicable

- Not Delegated: Not Delegated
- PMUR: Project Manager Urban Renewal
- POC: Project Officer Compliance
- PPSP: Principal Planner Strategic Projects
- PSTP: Principal Statutory Planner
- RMCS: Road Maintenance Contract Supervisor
- RMS: Road Maintenance Scheduler
- RSSO: Regulatory Services Support Officer
- SAO: Subdivision Administration Officer
- SASO: Senior Asset Surveillance Officer
- SASU: Supervisor Asset Surveillance
- SCO: Statutory Compliance Officer
- SO: Subdivision Officer
- SP: Strategic Planner
- SPAO: Strategic Planning Administration Officer
- SSP: Senior Strategic Planner
- SSTP: Senior Statutory Planner
- STP: Statutory Planner
- TLEH: Team Leader Environmental Health
- TLPD: Team Leader Pathways and Drainage
- TLPSE: Team Leader Parking Services
- TLRS: Team Leader Road Safety
- TLRSATS: Team Leader Regulatory Services Administration/Technical Support
- TLSR: Team Leader Sealed Roads
- TLUR: Team Leader Unsealed Roads
- TOEH: Technical Officer Environmental Health
- TSODF: Technical Support Officer Development Facilitation

3. declares that:

3.1 this Instrument of Delegation is authorised by [#insert "a resolution" or "resolutions"#] of Council passed on [#date#] [#add "and [date]", if appropriate#]; and

3.2 the delegation:

3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;

3.2.2 remains in force until varied or revoked;

3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and  
3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

3.3 the delegate must not determine the issue, take the action or do the act or thing:

3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; or  
3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) strategy adopted by Council; or

3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 98(1)(a)-(f) (inclusive) of the Act or otherwise; or

3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.



**The Common Seal of Ballarat City Council** )  
was affixed by authority of the Council in the )  
presence of: )

..... Mayor/Councillor

..... Councillor

..... Chief Executive Officer

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## Delegation Sources

- Cemeteries and Crematoria Act 2003
- Domestic Animals Act 1994
- Environment Protection Act 1970
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Residential Tenancies Act 1997
- Road Management Act 2004
- Cemeteries and Crematoria Regulations 2015
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Regulations 2016
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015

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## S6 Instrument of Delegation - Members of Staff

<b>Cemeteries and Crematoria Act 2003</b> [##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)]			
Provision	Item Delegated	Delegate	Conditions and Limitations
s 8(1)(a)(ii)	Power to manage one or more public cemeteries	CPG, DIE, EMOE, EMPSFM	Where Council is a Class B cemetery trust
s 12(1)	Function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act	CPG, DIE, EMOE, EMPSFM	Where Council is a Class B cemetery trust
s 12(2)	Duty to have regard to the matters set out in paragraphs (a) - (c) in exercising its functions	CPG, DIE, EMOE, EMPSFM	Where Council is a Class B cemetery trust
s 13	Duty to do anything necessary or convenient to enable it to carry out its functions	CPG, DIE, EMOE, EMPSFM	
s 14	Power to manage multiple public cemeteries as if they are one cemetery.	CPG, DIE, EMOE, EMPSFM	
s 15(1) and (2)	Power to delegate powers or functions other than those listed	CPG, DIE, EMOE, EMPSFM	
s 15(4)	Duty to keep records of delegations	AOSC, CRC, DBS, EMSRCS	
s 17(1)	Power to employ any persons necessary	DIE, EMPSFM	
s 17(2)	Power to engage any professional, technical or other assistance considered necessary	CPG, DIE, EMOE, EMPSFM	
s 17(3)	Power to determine the terms and conditions of employment or engagement	DIE, EMPSFM	Subject to any guidelines or directions of the Secretary
s 18(3)	Duty to comply with a direction from the Secretary	CPG, DIE, EMOE, EMPSFM	

<b>Cemeteries and Crematoria Act 2003</b>			
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
s 19	Power to carry out or permit the carrying out of works	CPG, DIE, EMOE, EMPSFM	
s 20(1)	Duty to set aside areas for the interment of human remains	CPG, DIE, EMOE, EMPSFM	
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	CPG, DIE, EMOE, EMPSFM	
s 20(3)	Power to set aside areas for those things in paragraphs (a) - (e)	CPG, DIE, EMOE, EMPSFM	
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	CPG, DIE, EMOE, EMPSFM	
s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	CPG, DIE, EMOE, EMPSFM	Subject to the approval of the Minister
s 37	Power to grant leases over land in a public cemetery in accordance with s 37	CPG, DIE, EMOE, EMPSFM	Subject to the Minister approving the purpose
s 40	Duty to notify Secretary of fees and charges fixed under s 39	CPG, DIE, EMOE, EMPSFM	
s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	DBS	Provided the street was constructed pursuant to the Local Government Act 1989
s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	CPG, DIE, EMOE, EMPSFM	Report must contain the particulars listed in s 57(2)

<b>Cemeteries and Crematoria Act 2003</b>			
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
s 59	Duty to keep records for each public cemetery	CPG, DIE, EMOE, EMPSFM	
s 60(1)	Duty to make information in records available to the public for historical or research purposes	DIE, EMPSFM	
s 60(2)	Power to charge fees for providing information	DBS	
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	CPG, DIE, EMOE, EMPSFM	
s 64B(d)	Power to permit interments at a reopened cemetery	CPG, DIE, EMOE, EMPSFM	
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	CPG, DIE, EMOE, EMPSFM	The application must include the requirements listed in s 66(2)(a)-(d)
s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park	DIE, EMPSFM	
s 70(1)	Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed	CPG, DIE, EMOE, EMPSFM	
s 70(2)	Duty to make plans of existing place of interment available to the public	CPG, DIE, EMOE, EMPSFM	
s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies	CPG, DIE, EMOE, EMPSFM	
s 71(2)	Power to dispose of any memorial or other structure removed	CPG, DIE, EMOE, EMPSFM	
s 72(2)	Duty to comply with request received under s 72	CPG, DIE, EMOE, EMPSFM	
s 73(1)	Power to grant a right of interment	CPG, DIE, EMOE, EMPSFM	
s 73(2)	Power to impose conditions on the right of interment	CPG, DIE, EMOE, EMPSFM	

<b>Cemeteries and Crematoria Act 2003</b>			
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
s 75	Power to grant the rights of interment set out in s 75(a) and (b)	CPG, DIE, EMOE, EMPSFM	
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	CPG, DIE, EMOE, EMPSFM	
s 77(4)	Power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application	DIE, EMPSFM	
s 80(1)	Function of receiving notification and payment of transfer of right of interment	CPG, DIE, EMOE, EMPSFM	
s 80(2)	Function of recording transfer of right of interment	CPG, DIE, EMOE, EMPSFM	
s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment	DBS	
s 83(2)	Duty to pay refund on the surrender of an unexercised right of interment (sole holder)	DBS	
s 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment	CPG, DIE, EMOE, EMPSFM	
s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	CPG, DIE, EMOE, EMPSFM	
s.85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	CPG, DIE, EMOE, EMPSFM	The notice must be in writing and contain the requirements listed in s 85(2)
s 85(2)(b)	Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	CPG, DIE, EMOE, EMPSFM	Does not apply where right of interment relates to remains of a deceased veteran.
85(2)(c)	Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of interment or;	DIE, EMPSFM	May only be exercised where right of interment

**Cemeteries and Crematoria Act 2003**

[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)

	remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location.		relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment
s 86	Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified	DIE, EMPSFM	
s 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment	DIE, EMPSFM	
s 86(3)(a)	Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment	DIE, EMPSFM	
s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	DIE, EMPSFM	
s.86(4)	power to take action under s.86(4) relating to removing and re-intering cremated human remains	DIE, EMPSFM	
s.86(5)	duty to provide notification before taking action under s.86(4)	DIE, EMPSFM	
s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3)	DIE, EMPSFM	
s 87(3)	Duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment	DIE, EMPSFM	
s 88	Function to receive applications to carry out a lift and re-position procedure at a place of interment	DIE, EMPSFM	
s 91(1)	Power to cancel a right of interment in accordance with s 91	DIE, EMPSFM	
s 91(3)	Duty to publish notice of intention to cancel right of interment	CPG, DIE, EMOE, EMPSFM	
s 92	Power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment	CPG, DBS, DIE, EMOE, EMPSFM	
s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment	CPG, DIE, EMOE, EMPSFM	

<b>Cemeteries and Crematoria Act 2003</b>			
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	CPG, DIE, EMOE, EMPSFM	
s 99(4)	Duty to make a decision on an application under s 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested	CPG, DIE, EMOE, EMPSFM	
s 100(1)	Power to require a person to remove memorials or places of interment	DIE, EMPSFM	
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	DIE, EMPSFM	
s 100(3)	Power to recover costs of taking action under s 100(2)	CPG, DIE, EMOE, EMPSFM	
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	CPG, DIE, EMOE, EMPSFM	
s 102(1)	Power to approve or refuse an application under section 101, if satisfied of the matters in (b) and (c)	CPG, DIE, EMOE, EMPSFM	
s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)	CPG, DIE, EMOE, EMPSFM	
s 103(1)	Power to require a person to remove a building for ceremonies	CPG, DIE, EMOE, EMPSFM	
s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)	CPG, DIE, EMOE, EMPSFM	
s 103(3)	Power to recover costs of taking action under s 103(2)	CPG, DIE, EMOE, EMPSFM	
s 106(1)	Power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs	CPG, DIE, EMOE, EMPSFM	
s 106(2)	Power to require the holder of the right of interment to provide for an examination	CPG, DIE, EMOE, EMPSFM	
s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with	DIE, EMPSFM	
s 106(4)	Power to repair or - with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with	DIE, EMPSFM	
s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	CPG, DIE, EMOE, EMPSFM	

<b>Cemeteries and Crematoria Act 2003</b>			
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
s 107(2)	Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with	DIE, EMPSFM	
s 108	Power to recover costs and expenses	CPG, DIE, EMOE, EMPSFM	
s 109(1)(a)	Power to open, examine and repair a place of interment	DIE, EMPSFM	Where the holder of right of interment or responsible person cannot be found
s 109(1)(b)	Power to repaid a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	DIE, EMPSFM	Where the holder of right of interment or responsible person cannot be found
s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	CPG, DIE, EMOE, EMPSFM	Where the holder of right of interment or responsible person cannot be found
s 110(1)	Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder. with consent of the Secretary	CPG, DIE, EMOE, EMPSFM	
s 110(2)	Power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary	CPG, DIE, EMOE, EMPSFM	
s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran	DBS	
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	CPG, DIE, EMOE, EMPSFM	
s 112	Power to sell and supply memorials	CPG, DIE, EMOE, EMPSFM	

<b>Cemeteries and Crematoria Act 2003</b>			
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
s 116(4)	Duty to notify the Secretary of an interment authorisation granted	CPG, DIE, EMOE, EMPSFM	
s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application	CPG, DIE, EMOE, EMPSFM	
s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	CPG, DIE, EMOE, EMPSFM	
s 119	Power to set terms and conditions for interment authorisations	DIE, EMPSFM	
s 131	Function of receiving an application for cremation authorisation	DIE, EMPSFM	
s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	CPG, DIE, EMOE, EMPSFM	Subject to s 133(2)
s 145	Duty to comply with an order made by the Magistrates' Court or a coroner	CPG, DIE, EMOE, EMPSFM	
s 146	Power to dispose of bodily remains by a method other than interment or cremation	DIE, EMPSFM	Subject to the approval of the Secretary
s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation	DIE, EMPSFM	
s 149	Duty to cease using method of disposal if approval revoked by the Secretary	DIE, EMPSFM	
s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met	DIE, EMPSFM	
s 151	Function of receiving applications to inter or cremate body parts	DIE, EMPSFM	
s 152(2)	Power to impose terms and conditions on authorisation granted under s 150	CPG, DIE, EMOE, EMPSFM	
sch 1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	CPG, DIE, EMOE, EMPSFM	
sch 1 cl 8(8)	Power to regulate own proceedings	CPG, CSS, DIE, EMOE, EMPSFM	Subject to cl 8

Domestic Animals Act 1994			
Provision	Item Delegated	Delegate	Conditions and Limitations
s 41A(1)	Power to declare a dog to be a menacing dog	CCPE, DIE, EMRS	Council may delegate this power to a Council authorised officer
Environment Protection Act 1970			
Provision	Item Delegated	Delegate	Conditions and Limitations
s 53M(3)	Power to require further information	CEH, CSTP, CSTPO, DDP, DIE, EHO, EMOE, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP, TLEH, TOEH	
s 53M(4)	Duty to advise applicant that application is not to be dealt with	CEH, CSTP, CSTPO, DDP, DIE, EHO, EMOE, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP, TLEH, TOEH	
s 53M(5)	Duty to approve plans, issue permit or refuse permit	CEH, EHO, TLEH, TOEH	Refusal must be ratified by Council or it is of no effect
s 53M(6)	Power to refuse to issue septic tank permit	CEH, EHO, TLEH, TOEH	Refusal must be ratified by

Environment Protection Act 1970			
			Council or it is of no effect
s 53M(7)	Duty to refuse to issue a permit in circumstances in (a)-(c)	CEH, EHO, TLEH, TOEH	Refusal must be ratified by Council or it is of no effect
Food Act 1984			
Provision	Item Delegated	Delegate	Conditions and Limitations
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	CEH, EHO, TLEH	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	CEH, EHO, TLEH	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	CEH, DIE, EHO, TLEH	If s 19(1) applies  Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	DIE	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under section 19 if satisfied that an order has been complied with	CEH, EHO, TLEH	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	CEH, EHO, TLEH	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	CEH, EHO, TLEH	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	CEH, EHO, TLEH	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and

<b>Food Act 1984</b>			
			so such directions must be made by a Council resolution
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	CEH, EHO, TLEH	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	CEH, EHO, TLEH	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	CEH, EHO, TLEH	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	CEH, EHO, TLEH	Where Council is the registration authority
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	Not Delegated	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	AOBS, AOEH, AOLLT, CEH, EHO, HSO, LLEO, RSSO, TLEH, TLRATS	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	Not Delegated	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	CEH, EMRS	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.

Food Act 1984			
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	CEH, DIE, EHO, TLEH	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	CEH, TLEH	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	CEH, TLEH	Where Council is the registration authority
	Power to register, renew or transfer registration	CEH, DIE, EHO, TLEH	Where Council is the registration authority  refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s 58A(2))
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	AOBS, AOEH, AOLLT, CEH, EHO, HSO, LLEO, RSSO, TLEH, TLRSA TS	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	CEH, EHO	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	AOBS, AOEH, AOLLT, CEH, EHO, HSO, LLEO, RSSO, TLEH, TLRSA TS	Where Council is the registration authority

<b>Food Act 1984</b>			
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	CEH, DIE, EHO, TLEH	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	CEH, DIE, EHO, TLEH	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	CEH, DIE, EHO, TLEH	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	CEH, DIE, EHO, TLEH	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	CEH, DIE, EHO, TLEH	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	AOBS, AOEH, AOLLT, CEH, EHO, HSO, LLEO, RSSO, TLEH, TLRSA TS	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	CEH, DIE, EHO, TLEH	Where Council is the registration authority  not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	CEH, DIE, EHO, TLEH	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	CEH, DIE, EHO, TLEH	Where Council is the registration authority

<b>Food Act 1984</b>			
s 39A	Power to register, renew or transfer food premises despite minor defects	CEH, DIE, EHO, TLEH	Where Council is the registration authority  Only if satisfied of matters in s 39A(2)(a)-(c)
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	CEH, DIE, EHO, TLEH	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	CEH, TLEH	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	CEH, TLEH	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	CEH, EHO, TLEH	Where Council is the registration authority
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	CEH, EHO, TLEH	Where Council is the registration authority
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	CEH, DIE, EHO, TLEH	Where Council is the registration authority
<b>Heritage Act 2017</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 116	Power to sub-delegate Executive Director's functions, duties or powers	DDP, DIE	Must first obtain Executive Director's written consent  Council can only

Heritage Act 2017			
			sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation
Local Government Act 1989			
Provision	Item Delegated	Delegate	Conditions and Limitations
s 181H	Power to enter into an environmental upgrade agreement on behalf of Council and declare and levy an environmental upgrade charge	DIE, EMDF	
s 185L(4)	Power to declare and levy a cladding rectification charge	Not Delegated	
Planning and Environment Act 1987			
Provision	Item Delegated	Delegate	Conditions and Limitations
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 4H	Duty to make amendment to Victoria Planning Provisions available	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	

Planning and Environment Act 1987			
s 4I	Duty to keep Victorian Planning Provisions and other documents available	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 8A(5)	Function of receiving notice of the Minister's decision	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PSTP	
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PSTP	
s 12A(1)	Duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s19 of the Planning and Environment (Planning Schemes) Act 1996)	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PSTP	

<b>Planning and Environment Act 1987</b>			
s 12B(1)	Duty to review planning scheme	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 12B(2)	Duty to review planning scheme at direction of Minister	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s.12B(5)	duty to report findings of review of planning scheme to Minister without delay	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 14	duties of a Responsible Authority as set out in s 14(a) to (d)	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 17(1)	Duty of giving copy amendment to the planning scheme	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 17(2)	Duty of giving copy s 173 agreement	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	

Planning and Environment Act 1987			
s 18	Duty to make amendment etc. available	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or  Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	

Planning and Environment Act 1987			
s 21(2)	Duty to make submissions available	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 21A(4)	Duty to publish notice	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 22	Duty to consider all submissions	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, EMOE, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR,	

Planning and Environment Act 1987			
		PPSP, PSTP, SP, SSP	
s 26(1)	Power to make report available for inspection	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 26(2)	Duty to keep report of panel available for inspection	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 27(2)	Power to apply for exemption if panel's report not received	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	
s 28	Duty to notify the Minister if abandoning an amendment	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP	Note: the power to make a decision to abandon an amendment cannot be delegated
s 30(4)(a)	Duty to say if amendment has lapsed	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 30(4)(b)	Duty to provide information in writing upon request	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP,	

<b>Planning and Environment Act 1987</b>			
		MSTP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 32(2)	Duty to give more notice if required	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP	
s 33(1)	Duty to give more notice of changes to an amendment	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP	
s 36(2)	Duty to give notice of approval of amendment	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 38(5)	Duty to give notice of revocation of an amendment	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP	
s 40(1)	Function of lodging copy of approved amendment	CSTP, CSTPO, DDP, DIE, EMDF,	

Planning and Environment Act 1987			
		EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 41	Duty to make approved amendment available	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	
s 42	Duty to make copy of planning scheme available	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	Not Applicable	Where Council is a responsible public entity and is a planning authority  Note: this provision is not yet in force, and will commence on the day on which the initial Yarra Strategic Plan comes into operation. It will affect a limited number of councils

Planning and Environment Act 1987			
s 46AW	Function of being consulted by the Minister	DDP, DIE, EMDF, EMEP	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy  Power to endorse the draft Statement of Planning Policy	DDP, DIE, EMDF, EMEP	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	DIE, EMDF	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	DIE, EMDF	

Planning and Environment Act 1987			
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	AOGAF, CGAF, DIE, EMDF, GAFO	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	DIE, EMDF	
s 46GP	Function of receiving a notice under s 46GO	DIE, EMDF	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	AOGAF, CGAF, DIE, EMDF, GAFO	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	AOGAF, CGAF, DIE, EMDF, GAFO	
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	DIE, EMDF	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	DIE, EMDF	
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	DIE, EMDF	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	DIE, EMDF	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	AOGAF, CGAF, DIE, EMDF, GAFO	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	AOGAF, CGAF, DIE, EMDF, GAFO	
s 46GU	Duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	AOGAF, CGAF, DIE, EMDF, GAFO	
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution Power to specify the manner in which the payment is to be made	DBS, DIE, EMDF	Where Council is the collecting agency

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s 46GV(3)(b)	Power to enter into an agreement with the applicant	DIE, EMDF	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DIE, EMDF	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DIE, EMDF	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	DIE, EMDF	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	DIE, EMDF	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	AOGAF, CGAF, DIE, EMDF, GAFO	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	DIE, EMDF	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the Local Government Act 1989	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions

Planning and Environment Act 1987			
			<p>plan</p> <p>This duty does not apply where Council is that planning authority</p>
s 46GZ(2)(a)	Function of receiving the monetary component	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	<p>Where the Council is the planning authority</p> <p>This duty does not apply where Council is also the collecting agency</p>
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan, as responsible for those works, services or facilities	AOGAF, CGAF, DIE, EMDF, GAFO	<p>Where Council is the collecting agency under an approved infrastructure contributions plan</p> <p>This provision does not apply where Council is also the relevant development agency</p>
s 46GZ(2)(b)	Function of receiving the monetary component	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the development

Planning and Environment Act 1987			
			<p>agency under an approved infrastructure contributions plan</p> <p>This provision does not apply where Council is also the collecting agency</p>
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	<p>Where Council is the collecting agency under an approved infrastructure contributions plan</p> <p>This provision does not apply where Council is also the relevant development agency</p>

Planning and Environment Act 1987			
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the development agency specified in the approved infrastructure contributions plan  This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	AOGAF, CGAF, DIE, EMDF, GAFO	If any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council under s 46GV(4)

Planning and Environment Act 1987			
			<p>Where Council is the collecting agency under an approved infrastructure contributions plan</p> <p>This duty does not apply where Council is also the development agency</p>
s 46GZ(9)	Function of receiving the fee simple in the land	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	<p>Where Council is the development agency under an approved infrastructure contributions plan</p> <p>This duty does not apply where Council is also the collecting agency</p>
s 46GZA(1)	Duty to keep proper and separate accounts and records	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	<p>Where Council is the development agency under an approved infrastructure contributions plan</p>

Planning and Environment Act 1987			
s 46GZA(2)	Duty to keep the accounts and records in accordance with the Local Government Act 1989	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	If the VPA is the collecting agency under an approved infrastructure contributions plan  Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	AOGAF, CGAF, DIE, EMDF, GAFO	Where Council is the development agency under an

Planning and Environment Act 1987			
			approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	AOGAF, CGAF, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	Where Council is the development agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the collecting agency

<b>Planning and Environment Act 1987</b>			
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the development agency
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the development agency under an approved infrastructure contributions plan
s.46GZF(3)	Duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the development agency under an approved infrastructure contributions plan

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s 46GZF(3)	s 46GZF(3)(a) function of receiving proceeds of sale	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collection agency under an approved infrastructure contributions plan  This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is the collecting agency under an approved infrastructure contributions plan

<b>Planning and Environment Act 1987</b>			
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	AOGAF, CGAF, DIE, EMDF, GAFO	Where Council is a collecting agency or development agency
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	AOGAF, CGAF, DBS, DIE, EMDF, GAFO	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP, SSTP, STP	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP	

Planning and Environment Act 1987			
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46Q(1)	Duty to keep proper accounts of levies paid	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency or plan preparation costs incurred by a development agency	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	Only applies when levy is paid to Council as a

Planning and Environment Act 1987			
			'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	Must be done in accordance with Part 3
s46Q(4)(e)	Duty to expend that amount on other works etc.	AOGAF, CGAF, CSTP, CSTPO, DDP, DIE, EMDF, GAFO, MSTP, PSTP	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	AOGAF, CGAF, CSTP, CSTPO, DBS, DDP, DIE, EMDF, GAFO, MSTP, PSTP	
s 46QD	Duty to prepare report and give a report to the Minister	CGAF, DIE, EMDF, GAFO	Where Council is a collecting agency or

Planning and Environment Act 1987			
			development agency
s 46Y	Duty to carry out works in conformity with the approved strategy plan	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	
s 47	Power to decide that an application for a planning permit does not comply with that Act	CO, CSTP, CSTPO, DIE, EMDF, MSTP, POC, PSTP	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 49(2)	Duty to make register available for inspection	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 50(4)	Duty to amend application	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 50(5)	Power to refuse to amend application	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 50(6)	Duty to make note of amendment to application in register	AOSC, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, STP, TSODF	

Planning and Environment Act 1987			
s 50A(1)	Power to make amendment to application	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSTP, PMUR, PPSP, PSTP, SAO, SO, SP, SPAO, SSP, SSTP, STP, TSODF	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PMUR, PPSP, PSTP, SO, SP, SPAO, SSP, SSTP, STP, TSODF	
s 50A(4)	Duty to note amendment to application in register	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 51	Duty to make copy of application available for inspection	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	

<b>Planning and Environment Act 1987</b>			
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s.52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 52(3)	Power to give any further notice of an application where appropriate	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	

<b>Planning and Environment Act 1987</b>			
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 54(1)	Power to require the applicant to provide more information	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	CSTP, CSTPO, DIE, EMDF, MSTP, PMUR, PPSP, PSTP, SO, SSTP, STP, TSODF	
s 54(1B)	Duty to specify the lapse date for an application	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	

<b>Planning and Environment Act 1987</b>			
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 57(5)	Duty to make available for inspection copy of all objections	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 57A(5)	Power to refuse to amend application	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 57A(6)	Duty to note amendments to application in register	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 57B(1)	Duty to determine whether and to whom notice should be given	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO,	

Planning and Environment Act 1987			
		SSTP, STP, TSODF	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 57C(1)	Duty to give copy of amended application to referral authority	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 58	Duty to consider every application for a permit	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 58A	Power to request advice from the Planning Application Committee	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 60	Duty to consider certain matters	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 60(1A)	Duty to consider certain matters	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	

Planning and Environment Act 1987			
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	CSTP, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	Not Delegated	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	Not Delegated	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 62(2)	Power to include other conditions	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO,	

Planning and Environment Act 1987			
		SSTP, STP, TSODF	
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	AOSTP, CSTP, CSTPO, DIE,	This provision applies also to a

Planning and Environment Act 1987			
		EMDF, MSTP, PSTP, SSTP, STP	decision to grant an amendment to a permit - see s 75
s 64(3)	Duty not to issue a permit until after the specified period	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	This provision applies also to a decision to grant an amendment to a permit - see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	AOSTP, CSTP, CSTPO, DIE,	If the recommending

Planning and Environment Act 1987			
		EMDF, MSTP, PSTP, SSTP, STP	referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SSTP, STP	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not

<b>Planning and Environment Act 1987</b>			
			recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 69(1A)	Function of receiving application for extension of time to complete development	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 69(2)	Power to extend time	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 70	Duty to make copy permit available for inspection	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 71(1)	Power to correct certain mistakes	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 71(2)	Duty to note corrections in register	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP,	

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		PSTP, SO, SSTP, STP, TSODF	
s 73	Power to decide to grant amendment subject to conditions	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 74	Duty to issue amended permit to applicant if no objectors	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SO, SSTP, STP, TSODF	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SSTP, STP	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit

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			recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SSTP, STP	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SSTP, STP	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	AOSTP, CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	

<b>Planning and Environment Act 1987</b>			
s 83	Function of being respondent to an appeal	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 83B	Duty to give or publish notice of application for review	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 84(6)	Duty to issue permit on receipt of advice within 3 working days	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 84AB	Power to agree to confining a review by the Tribunal	AOGAF, CGAF, DBS, DIE, EMDF, GAFO, SO, TSODF	
s 86	Duty to issue a permit at order of Tribunal within 3 working days	CSTP, CSTPO, DIE, EMDF,	

<b>Planning and Environment Act 1987</b>			
		MSTP, PSTP, SO, SSTP, STP, TSODF	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, TSODF	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 91(2)	Duty to comply with the directions of VCAT	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 93(2)	Duty to give notice of VCAT order to stop development	CCPE, CSTP, CSTPO, DIE, EMDF, EMRS, MSTP, PSTP, SO, SSTP, STP, TSODF	

Planning and Environment Act 1987			
s 95(3)	Function of referring certain applications to the Minister	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 95(4)	Duty to comply with an order or direction	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	CSTP, CSTPO, DIE, EMDF, MSP, MSTP, PSTP	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 96F	Duty to consider the panel's report under s 96E	Not Delegated	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996)	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 96H(3)	Power to give notice in compliance with Minister's direction	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 96J	Power to issue permit as directed by the Minister	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	

Planning and Environment Act 1987			
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	CO, CSTP, CSTPO, DIE, EMDF, MSTP, POC, PSTP	
s 97C	Power to request Minister to decide the application	DDP, DIE, EMDF	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 97G(6)	Duty to make a copy of permits issued under s 97F available for inspection	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	

Planning and Environment Act 1987			
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 97Q(4)	Duty to comply with directions of VCAT	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, SAO, SSTP, STP	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 101	Function of receiving claim for expenses in conjunction with claim	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 103	Power to reject a claim for compensation in certain circumstances	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s.107(1)	function of receiving claim for compensation	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 107(3)	Power to agree to extend time for making claim	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 114(1)	Power to apply to the VCAT for an enforcement order	CCPE, CSTP, CSTPO, DIE, EMDF, EMRS, MSTP, PSTP	

Planning and Environment Act 1987			
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	CCPE, CSTP, CSTPO, DIE, EMDF, EMRS, MSTP, PSTP	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CCPE, CSTP, CSTPO, DIE, EMDF, EMRS, MSTP, PSTP	
s 123(1)	Power to carry out work required by enforcement order and recover costs	CCPE, CSTP, CSTPO, DIE, EMDF, EMRS, MSTP, PSTP	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CSTP, CSTPO, DBS, DDP, DIE, EMDF, MSTP, PSTP	Except Crown Land
s 129	Function of recovering penalties	CSTP, CSTPO, DBS, DDP, DIE, EMDF, MSTP, PSTP	
s 130(5)	Power to allow person served with an infringement notice further time	CCPE, CSTP, CSTPO, DBS, DIE, EMDF, EMRS, MSTP, PSTP	
s 149A(1)	Power to refer a matter to the VCAT for determination	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement	CCPE, CSTP, CSTPO, DIE, EMDF, EMRS, MSTP, PSTP	

Planning and Environment Act 1987			
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 171(2)(g)	Power to grant and reserve easements	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP, STP	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	DBS, DIE, EMDF	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	DBS, DIE, EMDF	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	DBS, DIE, EMDF	Where Council is the development agency specified in an approved infrastructure contributions plan

Planning and Environment Act 1987			
s 173(1)	Power to enter into agreement covering matters set out in s 174	CSTP, CSTPO, DBS, DDP, DIE, EMDF, MSTP, PSTP	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	DBS, DDP, DIE, MED	Where Council is the relevant responsible authority
	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	CSTP, CSTPO, DBS, DDP, DIE, EMDF, MSTP, PSTP	
	Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	CSTP, CSTPO, DBS, DDP, DIE, EMDF, MSP, MSTP, PSTP	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	
s 178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CSTP, CSTPO, DBS, DDP, DIE, EMDF, MSTP, PSTP	
s 178A(1)	Function of receiving application to amend or end an agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP,	

Planning and Environment Act 1987			
		PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178A(5)	Power to propose to amend or end an agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	

Planning and Environment Act 1987			
s 178C(4)	Function of determining how to give notice under s 178C(2)	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	
s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	If no objections are made under s 178D  Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	If no objections are made under s 178D  Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	If no objections are made under s 178D  Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP,	After considering objections, submissions and

Planning and Environment Act 1987			
		PSTP, SP, SSP, SSTP, STP	matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	After considering objections, submissions and matters in s 178B
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	After considering objections, submissions and matters in s.178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP,	

Planning and Environment Act 1987			
		PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PSTP	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	CSTP, CSTPO, DDP, DIE, EMDF, EMPSFM, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 179(2)	Duty to make available for inspection copy agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	
s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	
s 182	Power to enforce an agreement	CSTP, CSTPO, DDP, DIE, EMDF,	

<b>Planning and Environment Act 1987</b>			
		EMRS, MSTP, PSTP	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	
s 184G(2)	Duty to comply with a direction of the Tribunal	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	

<b>Planning and Environment Act 1987</b>			
s 184G(3)	Duty to give notice as directed by the Tribunal	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 198(1)	Function to receive application for planning certificate	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP, SAO, SSTP, STP	
s 199(1)	Duty to give planning certificate to applicant	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP, SPAO, SSTP, STP	
s 201(1)	Function of receiving application for declaration of underlying zoning	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP, SSTP, STP	
s 201(3)	Duty to make declaration	CSTP, CSTPO, DDP, DIE, EMDF, MSTP, PSTP	
	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PMUR, PPSP, PSTP, SP, SSP, SSTP, STP	
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PPSP, PSTP	

<b>Planning and Environment Act 1987</b>			
	Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	CSTP, CSTPO, DIE, EMDF, MSTP, PSTP	
	Power to give written authorisation in accordance with a provision of a planning scheme	CSTP, CSTPO, DIE, MSTP, PSTP	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	DDP, EMEP, MSP, PMUR, PPSP	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DDP, EMEP, MSP, PMUR, PPSP	
<b>Residential Tenancies Act 1997</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 91ZU(1)	Power to give a renter a notice to vacate rented premises	DIE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier
s 91ZZC(1)	Power to give a renter a notice to vacate rented premises	DIE, EMPSFM	Where Council is a public statutory authority authorised to acquire land

Residential Tenancies Act 1997			
			compulsorily for its purposes Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier
s 91ZZE(1)	Power to give a renter a notice to vacate rented premises	DIE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier
s 91ZZE(3)	Power to publish Council's criteria for eligibility for the provision of housing	DIE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in force and will commence on 1 July 2020, unless

Residential Tenancies Act 1997			
			proclaimed earlier
s 142D	Function of receiving notice regarding an unregistered rooming house	AOBS, AOEH, AOLLT, CEH, EHO, HSO, LLEO, RSSO, TLEH, TLRATS, TOEH	
s 142G(1)	Duty to enter required information in Rooming House Register for each rooming house in municipal district	CEH, EMRS, TLEH	
s 142G(2)	Power to enter certain information in the Rooming House Register	AOBS, AOEH, AOLLT, CEH, EHO, HSO, LLEO, RSSO, TLEH, TLRATS, TOEH	
s 142I(2)	Power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry	AOBS, AOEH, AOLLT, CEH, EHO, HSO, LLEO, RSSO, TLEH, TLRATS, TOEH	
s 206AZA(2)	Function of receiving written notification	DIE, EMPSFM	Note: this function is not yet in force and will commence on 1 July 2020, unless proclaimed earlier
s 207ZE(2)	Function of receiving written notification	DIE, EMPSFM	Note: this function is not yet in force and will commence on 1 July 2020, unless proclaimed earlier

<b>Residential Tenancies Act 1997</b>			
s 252	Power to give tenant a notice to vacate rented premises if s 252(1) applies	DIE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020, unless proclaimed earlier
s 262(1)	Power to give tenant a notice to vacate rented premises	DIE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020, unless proclaimed earlier
s 262(3)	Power to publish its criteria for eligibility for the provision of housing by Council	DIE, EMOE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020,

<b>Residential Tenancies Act 1997</b>			
			unless proclaimed earlier
s 311A(2)	Function of receiving written notification	DIE, EMPSFM	
s 317ZDA(2)	Function of receiving written notification	DIE, EMPSFM	
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	CEH, EHO, EMPSFM, EMRS, TLEH, TOEH	
s 522(1)	Power to give a compliance notice to a person	CBS, CEH, EHO, EMRS, MBS, TLEH, TOEH	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	DIE	
s 525(4)	Duty to issue identity card to authorised officers	AOSC, CRC, EMSRCS	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	CBS, CEH, EHO, EMPSFM, EMRS, MBS, TLEH, TOEH	
s 526A(3)	Function of receiving report of inspection	AOEH, CEH, EHO, HSO, TLEH, TLRATS, TOEH	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CBS, CEH, EHO, EMPSFM, EMRS, MBS, TLEH, TOEH	
<b>Road Management Act 2004</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	DIE, EMDF, EMI, EMOE	Obtain consent in circumstances

Road Management Act 2004			
			specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	DIE, EMDF, EMI, EMOE	
s 11(9)(b)	Duty to advise Registrar	DIE, EMDF, EMI, EMOE	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	DIE, EMDF, EMI, EMOE	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
s 12(2)	Power to discontinue road or part of a road	DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
s 12(4)	Power to publish, and provide copy, notice of proposed discontinuance	DIE, EMDF, EMI, EMOE	Power of coordinating road authority where it is the discontinuing body  Unless s 12(11) applies
s 12(5)	Duty to consider written submissions received within 28 days of notice	DIE, EMDF, EMI, EMOE	Duty of coordinating road authority where it is the discontinuing body  Unless s 12(11) applies
s 12(6)	Function of hearing a person in support of their written submission	DIE, EMDF, EMI, EMOE	Function of coordinating

Road Management Act 2004			
			road authority where it is the discontinuing body  Unless s 12(11) applies
s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	DIE, EMDF, EMI, EMOE	Duty of coordinating road authority where it is the discontinuing body  Unless s 12(11) applies
s 12(10)	Duty to notify of decision made	DIE, EMDF, EMI, EMOE	Duty of coordinating road authority where it is the discontinuing body  Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	DIE, EMDF, EMI, EMOE	Power of coordinating road authority and obtain consent under s 13(3) and s

Road Management Act 2004			
			13(4) as appropriate
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CIT, DIE, EMDF, EMI, EMOE	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	CAM, CIT, DIE, EMDF, EMI, EMOE	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CAM, DIE, EMDF, EMI, EMOE	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CAM, DIE, EMDF, EMI	
s 15(2)	Duty to include details of arrangement in public roads register	CAM, DIE, EMDF, EMI	
s 16(7)	Power to enter into an arrangement under s 15	CAM, DIE, EMDF, EMI	
s 16(8)	Duty to enter details of determination in public roads register	CAM, DIE, EMDF, EMI	
s 17(2)	Duty to register public road in public roads register	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority

<b>Road Management Act 2004</b>			
s 18(1)	Power to designate ancillary area	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	CAM, DIE, EMDF, EMI	
s 19(4)	Duty to specify details of discontinuance in public roads register	CAM, DIE, EMDF, EMI	
s 19(5)	Duty to ensure public roads register is available for public inspection	CAM, DIE, EMDF, EMI	
s 21	Function of replying to request for information or advice	CAM, DIE, EMDF, EMI	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	CAM, DIE, EMDF, EMI	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	DIE, EMOE	
s 22(5)	Duty to give effect to a direction under s 22	DIE, EMOE	
s 40(1)	Duty to inspect, maintain and repair a public road.	CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, TLPD, TLRs, TLR, TLUR	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS,	

Road Management Act 2004			
		TLPD, TLRS, TLSR, TLUR	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	CAM, CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, SASU, TLPD, TLRS, TLSR, TLUR	
s 42(1)	Power to declare a public road as a controlled access road	CAM, DIE, EMDF, EMI	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	CAM, DIE, EMDF, EMI	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with VicRoads before road is specified	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority  If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	CIT, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority  If road is a municipal road or part thereof and where road is to be specified a freight road

Road Management Act 2004			
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	DIE, EMDF, EMI, EMOE	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	DIE, EMDF, EMI, EMOE	
s 49	Power to develop and publish a road management plan	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
s 51	Power to determine standards by incorporating the standards in a road management plan	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
s 54(2)	Duty to give notice of proposal to make a road management plan	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
s 54(6)	Power to amend road management plan	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
s 54(7)	Duty to incorporate the amendments into the road management plan	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	

<b>Road Management Act 2004</b>			
s 63(1)	Power to consent to conduct of works on road	CAM, CRM, EMI, EMOE, RMCS, RMS, SASU, TLPD, TLRs, TLSR, TLUR	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	CAM, CEH, CRM, EMI, RMCS, RMS, SASU, TLPD, TLRs, TLSR, TLUR	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	CAM, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 67(3)	Power to request information	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 68(2)	Power to request information	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CAM, CID, CIT, CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, SASU, TLPD, TLPSE, TLRs, TLSR, TLUR	

<b>Road Management Act 2004</b>			
s 72	Duty to issue an identity card to each authorised officer	AOSC, CRC, DBS, EMSRCS, SCO	
s 85	Function of receiving report from authorised officer	DIE, EMDF, EMI	
s 86	Duty to keep register re s 85 matters	DIE, EMDF, EMI	
s 87(1)	Function of receiving complaints	CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, TLPD, TLRs, TLRS, TLUR	
s 87(2)	Duty to investigate complaint and provide report	CRM, DBS, DIE, EMDF, EMI, EMOE, RMCS, RMS, TLPD, TLRS, TLRs, TLUR	
s 112(2)	Power to recover damages in court	DIE, EMDF, EMI, EMOE	
s 116	Power to cause or carry out inspection	CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, TLPD, TLRs, TLRS, TLUR	
s 119(2)	Function of consulting with the Head, Transport for Victoria	DIE, EMDF, EMI, EMOE	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	CAM, DIE, EMDF, EMI, EMOE, SASU	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	CAM, CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, SASU, TLPD, TLRs, TLRS, TLUR	

Road Management Act 2004			
s 121(1)	Power to enter into an agreement in respect of works	CAM, DIE, EMDF, EMI, EMOE	
s 122(1)	Power to charge and recover fees	CAM, DIE, EMDF, EMI, EMOE	
s 123(1)	Power to charge for any service	CRM, DBS, DIE, EMDF, EMI, EMOE, RMCS, RMS, TLPD, TLRs, TLRs, TLRs, TLRs	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	CAM, DIE, EMDF, EMI	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	Not Delegated	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	Not Delegated	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	CAM, DIE, EMDF, EMI	
sch 2 cl 5	Duty to publish notice of declaration	CAM, DIE, EMDF, EMI	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	CAM, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	CAM, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	CAM, CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, TLPD,	Where Council is the infrastructure manager or works manager responsible for

<b>Road Management Act 2004</b>			
		TLRS, TLSR, TLUR	non-road infrastructure
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	CAM, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	CAM, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	CAM, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	CAM, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	CAM, CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, SASU, TLPD, TLRS, TLSR, TLUR	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	CAM, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	CAM, DIE, EMDF, EMI	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	CAM, DIE, EMDF, EMI	Where Council is the infrastructure manager

<b>Road Management Act 2004</b>			
sch 7 cl 16(1)	Power to consent to proposed works	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
sch 7 cl 16(8)	Power to include consents and conditions	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
sch 7 cl 18(1)	Power to enter into an agreement	CAM, DIE, EMDF, EMI	Where Council is the coordinating road authority
sch 7 cl 19(1)	Power to give notice requiring rectification of works	CAM, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	CAM, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	CAM, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority

<b>Road Management Act 2004</b>			
sch 7A cl 2	Power to cause street lights to be installed on roads	DIE, EMDF, EMI	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	DIE, EMDF, EMI	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	DIE, EMDF, EMI	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	DIE, EMDF, EMI	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)
<b>Cemeteries and Crematoria Regulations 2015</b>			
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r 24	Duty to ensure that cemetery complies with depth of burial requirements	DIE, EMPSFM	

<b>Cemeteries and Crematoria Regulations 2015</b>			
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
r 25	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	DIE, EMPSFM	
r 27	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	DIE, EMPSFM	
r 28(1)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	DIE, EMPSFM	
r 28(2)	Duty to ensure any fittings removed of are disposed in an appropriate manner	DIE, EMPSFM	
r 29	Power to dispose of any metal substance or non-human substance recovered from a cremator	DIE, EMPSFM	
r 30(2)	Power to release cremated human remains to certain persons	DIE, EMPSFM	Subject to any order of a court
r 31(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	DIE, EMPSFM	
r 31(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	DIE, EMPSFM	
r 31(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	DIE, EMPSFM	
r 31(4)	Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period	DIE, EMPSFM	
r 32	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	DIE, EMPSFM	
r 33(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)	DIE, EMPSFM	
r 33(2)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)	DIE, EMPSFM	
r 34	Duty to ensure that a crypt space in a mausolea is sealed in accordance with paragraphs (a)-(b)	DIE, EMPSFM	
r 36	Duty to provide statement that alternative vendors or supplier of monuments exist	DIE, EMPSFM	
r 40	Power to approve a person to play sport within a public cemetery	DIE, EMPSFM	
r 41(1)	Power to approve fishing and bathing within a public cemetery	DIE, EMPSFM	
r 42(1)	Power to approve hunting within a public cemetery	DIE, EMPSFM	
r 43	Power to approve camping within a public cemetery	DIE, EMPSFM	
r 45(1)	Power to approve the removal of plants within a public cemetery	CPG, DIE, EMPSFM	
r 46	Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)	CPG, DIE, EMOE, EMPSFM	
r 47(3)	Power to approve the use of fire in a public cemetery	DIE, EMPSFM	
r 48(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	CPG, DIE, EMOE, EMPSFM	

<b>Cemeteries and Crematoria Regulations 2015</b> [##These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
	Note: Schedule 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules	CPG, DIE, EMOE, EMPSFM	
sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of sch 2	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 5(1)	Duty to display the hours during which pedestrian access is available to the cemetery	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 5(2)	Duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 6(1)	Power to give directions regarding the manner in which a funeral is to be conducted	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 7(1)	Power to give directions regarding the dressing of places of interment and memorials	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 8	Power to approve certain mementos on a memorial	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 11(1)	Power to remove objects from a memorial or place of interment	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 11(2)	Duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 12	Power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules

<b>Cemeteries and Crematoria Regulations 2015</b>			
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the Cemeteries and Crematoria Act 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
sch 2 cl 14	Power to approve an animal to enter into or remain in a cemetery	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 16(1)	Power to approve construction and building within a cemetery	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 17(1)	Power to approve action to disturb or demolish property of the cemetery trust	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
sch 2 cl 18(1)	Power to approve digging or planting within a cemetery	CPG, DIE, EMOE, EMPSFM	See note above regarding model rules
<b>Planning and Environment Regulations 2015</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r.6	function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	DDP, DIE, EMDF, EMEP, MSP, MSTP	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.

Planning and Environment Regulations 2015			
r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PSTP, SAO, SP, SSP, SSTP, STP	
r.25(a)	duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge	CSTP, CSTPO, DDP, DIE, EMDF, MSP, MSTP, PSTP, SAO, SP, SSP, SSTP, STP	where Council is the responsible authority
r.25(b)	function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge	CSTP, CSTPO, DDP, DIE, EMDF, EMEP, MSP, MSTP, PSTP, SAO, SP, SSP, SSTP, STP	where Council is not the responsible authority but the relevant land is within Council's municipal district
r.42	function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	DDP, DIE, EMDF, EMEP, MSP, MSTP	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.

<b>Planning and Environment (Fees) Regulations 2016</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	DDP, EMEP, MSP	
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	DIE, EMDF, MSTP	
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r 19 or 20	DDP, DIE, EMDF, EMEP, MSP, MSTP	
<b>Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r 7	Function of entering into a written agreement with a caravan park owner	CEH, EHO, EMPSFM, TLEH, TOEH	
r 11	Function of receiving application for registration	AOBS, AOEH, AOLLT, CEH, EHO, EMRS, HSO, LLEO, RSSO, TLEH, TLRATS, TOEH	
r 13(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	CEH, EHO, TLEH, TOEH	
r 13(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	CEH, EHO, TLEH, TOEH	
r.13(2)	power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	CEH, EHO, TLEH	
r 13(4) & (5)	Duty to issue certificate of registration	CEH, EHO, TLEH, TOEH	
r 15(1)	Function of receiving notice of transfer of ownership	AOBS, AOEH, AOLLT, CEH, EHO, EMRS, HSO, LLEO, RSSO, TLEH, TLRATS, TOEH	

<b>Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010</b>			
r 15(3)	Power to determine where notice of transfer is displayed	CEH, EHO, TLEH, TOEH	
r 16(1)	Duty to transfer registration to new caravan park owner	CEH, EHO, TLEH, TOEH	
r 16(2)	Duty to issue a certificate of transfer of registration	CEH, EHO, TLEH, TOEH	
r 17(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	CEH, EHO, EMPSFM, TLEH	
r 18	Duty to keep register of caravan parks	CEH, TLEH	
r 19(4)	Power to determine where the emergency contact person's details are displayed	CEH, EHO, TLEH, TOEH	
r 19(6)	Power to determine where certain information is displayed	CEH, EHO, TLEH, TOEH	
r 22A(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	CEH, EHO, TLEH, TOEH	
r 22A(2)	Duty to consult with relevant emergency services agencies	CEH, EHO, TLEH, TOEH	
r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures	CEH, EHO, TLEH, TOEH	
r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings	CEH, EHO, TLEH, TOEH	
r 25(3)	Duty to consult with relevant floodplain management authority	CEH, EHO, TLEH, TOEH	
r 26	Duty to have regard to any report of the relevant fire authority	CEH, EHO, TLEH, TOEH	
r 28(c)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	CEH, EHO, TLEH, TOEH	
r 39	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	AOBS, AOEH, AOLLT, CBS, CEH, EHO, EMPSFM, EMRS, HSO, LLEO, MBS,	

<b>Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010</b>			
		RSSO, TLEH, TLRSATS, TOEH	
r 39(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	CBS, DIE, EMPSFM, EMRS, MBS	
r 40(4)	Function of receiving installation certificate	CBS, DIE, EMPSFM, EMRS, MBS	
r 42	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling	CBS, DIE, EMPSFM, EMRS, MBS	
sch 3 cl4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	DIE, EMRS	
<b>Road Management (General) Regulations 2016</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r 8(1)	Duty to conduct reviews of road management plan	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
r 9(2)	Duty to produce written report of review of road management plan and make report available	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	Where Council is the coordinating road authority
r.10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
r 13(1)	Duty to publish notice of amendments to road management plan	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	where Council is the coordinating road authority

<b>Road Management (General) Regulations 2016</b>			
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	CAM, CRC, DIE, EMDF, EMI, EMOE, EMSRCS	
r 16(3)	Power to issue permit	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	CAM, DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	CAM, DIE, EMDF, EMI, EMOE, SASU	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	CAM, DIE, EMDF, EMI, EMOE	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	CAM, DIE, EMDF, EMI, EMOE	
<b>Road Management (Works and Infrastructure) Regulations 2015</b>			
Note: these regulations commenced on 20 June 2015, replacing the Roads Management (works & infrastructure) Regulations 2005, which expired on 21 June 2015.			
Provision	Item Delegated	Delegate	Conditions and Limitations
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority and where consent given

<b>Road Management (Works and Infrastructure) Regulations 2015</b>			
Note: these regulations commenced on 20 June 2015, replacing the Roads Management (works & infrastructure) Regulations 2005, which expired on 21 June 2015.			
			under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	DIE, EMDF, EMI, EMOE	Where Council is the coordinating road authority

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**NEW Provisions**

#	Delegation Source	Section	Item Delegated / Authorisation	Conditions and Limitations	Delegate / Authorised Officer
334298	Residential Tenancies Act 1997	s 91ZU(1)	Power to give a renter a notice to vacate rented premises	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier _____	<u>DIE,</u> <u>EMPSFM</u>
334299	Residential Tenancies Act 1997	s 91ZZC(1)	Power to give a renter a notice to vacate rented premises	Where Council is a public statutory authority authorised to acquire land compulsorily for its purposes Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier _____	<u>DIE,</u> <u>EMPSFM</u>
334300	Residential Tenancies Act 1997	s 91ZZE(1)	Power to give a renter a notice to vacate rented premises	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in	<u>DIE,</u> <u>EMPSFM</u>

				force and will commence on 1 July 2020, unless proclaimed earlier	
334301	Residential Tenancies Act 1997	s 91ZZE(3)	Power to publish Council's criteria for eligibility for the provision of housing	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	<u>DIE,</u> <u>EMPSFM</u>
334302	Residential Tenancies Act 1997	s 206AZA(2)	Function of receiving written notification	Note: this function is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	<u>DIE,</u> <u>EMPSFM</u>
334303	Residential Tenancies Act 1997	s 207ZE(2)	Function of receiving written notification	Note: this function is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	<u>DIE,</u> <u>EMPSFM</u>
334304	Residential Tenancies Act 1997	s 311A(2)	Function of receiving written notification		<u>DIE,</u> <u>EMPSFM</u>

334305	Residential Tenancies Act 1997	s 317ZDA(2)	Function of receiving written notification		DIE, EMPSFM
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## S6 Instrument of Delegation - Members of Staff

### CHANGED Provisions

#	Delegation Source	Section	Item Delegated / Authorisation	Conditions and Limitations	Delegate / Authorised Officer
31893	Residential Tenancies Act 1997	s 252	<del>power</del> Power to give tenant a notice to vacate rented premises if <del>subsections</del> 252(1) applies	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020, unless proclaimed earlier _____	DIE, EMPSFM
31894	Residential Tenancies Act 1997	s 262(1)	<del>power</del> Power to give tenant a notice to vacate rented premises	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020, unless proclaimed earlier _____	DIE, EMPSFM
31895	Residential Tenancies Act 1997	s 262(3)	<del>power</del> Power to publish its criteria for eligibility for the provision of housing by <del>council</del> Council	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020, unless proclaimed earlier _____	DIE, EMOE, EMPSFM
31915	Road Management Act 2004	s 14(4)	<del>function</del> Function of receiving notice from <del>the</del> VicRoads Head, Transport for Victoria		CIT, DIE, EMDF, EMI, EMOE

31916	Road Management Act 2004	s 14(7)	<del>power</del> Power to appeal against decision of <u>theVicRoads Head, Transport for Victoria</u>		CAM, CIT, DIE, EMDF, EMI, EMOE
31969	Road Management Act 2004	s 119(2)	<del>function</del> Function of consulting with <u>theVicRoads Head, Transport for Victoria</u>		DIE, EMDF, EMI, EMOE
31970	Road Management Act 2004	s 120(1)	<del>power</del> Power to exercise road management functions on an arterial road (with the consent of <u>theVicRoadsHead, Transport for Victoria</u> )		CAM, DIE, EMDF, EMI, EMOE, SASU
31971	Road Management Act 2004	s 120(2)	<del>duty</del> Duty to seek consent of <u>theVicRoadsHead, Transport for Victoria</u> to exercise road management functions before exercising power in <u>sections 120(1)</u>		CAM, CRM, DIE, EMDF, EMI, EMOE, RMCS, RMS, SASU, TLPD, TLRS, TLSR, TLUR
31978	Road Management Act 2004	sch 2 cl 4	<del>function</del> Function of receiving details of proposal from <u>theVicRoadsHead, Transport for Victoria</u>		CAM, DIE, EMDF, EMI

## S6 Instrument of Delegation - Members of Staff

### DELETED Provisions

#	Delegation Source	Section	Item Delegated / Authorisation	Conditions and Limitations	Delegate / Authorised Officer
31871	Rail Safety (Local Operations) Act 2006	s 33	Duty to comply with a direction of the Safety Director under s 33	Where Council is a utility under s 3	DIE, EMI, EMOE
31872	Rail Safety (Local Operations) Act 2006	s 33A	Duty to comply with a direction of the Safety Director to give effect to arrangements under s 33A	Duty of Council as a road authority under the Road Management Act 2004	DIE, EMI, EMOE
31873	Rail Safety (Local Operations) Act 2006	s 34	Duty to comply with a direction of the Safety Director to alter, demolish or take away works carried out contrary to a direction under s 33(1)	Where Council is a utility under s 3	DIE, EMI, EMOE
31874	Rail Safety (Local Operations) Act 2006	s 34C(2)	Function of entering into safety interface agreements with rail infrastructure manager	Where Council is the relevant road authority	DIE, EMI, EMOE
31875	Rail Safety (Local Operations) Act 2006	s 34D(1)	Function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed	Where Council is the relevant road authority	CRM, DIE, EMI, EMOE

31876	Rail Safety (Local Operations) Act 2006	s 34D(2)	Function of receiving written notice of opinion	Where Council is the relevant road authority _____	DIE, EMOE
31877	Rail Safety (Local Operations) Act 2006	s 34D(4)	Function of entering into safety interface agreement with infrastructure manager	Where Council is the relevant road authority _____	DIE, EMOE
31878	Rail Safety (Local Operations) Act 2006	s 34E(1)(a)	Duty to identify and assess risks to safety	Where Council is the relevant road authority _____	CAM, CRM, DIE, EMI, EMOE, SASO, SASU
31879	Rail Safety (Local Operations) Act 2006	s 34E(1)(b)	Duty to determine measures to manage any risks identified and assessed having regard to items set out in s 34E(2)(a)-(c)	Where Council is the relevant road authority _____	CRM, DIE, EMI, EMOE
31880	Rail Safety (Local Operations) Act 2006	s 34E(3)	Duty to seek to enter into a safety interface agreement with rail infrastructure manager	Where Council is the relevant road authority _____	DIE, EMI, EMOE
31881	Rail Safety (Local Operations) Act 2006	s 34F(1)(a)	Duty to identify and assess risks to safety, if written notice has been received under s 34D(2)(a)	Where Council is the relevant road authority _____	CRM, DIE, EMI, EMOE
31882	Rail Safety (Local Operations) Act 2006	s 34F(1)(b)	Duty to determine measures to manage any risks identified and assessed, if written notice has been received under s 34D(2)(a)	Where Council is the relevant road authority _____	CRM, DIE, EMI, EMOE

31883	Rail Safety (Local Operations) Act 2006	s 34F(2)	Duty to seek to enter into a safety interface agreement with rail infrastructure manager	Where Council is the relevant road authority _____	CRM, DIE, EMI, EMOE
31884	Rail Safety (Local Operations) Act 2006	s 34H	Power to identify and assess risks to safety as required under s 34B, 34C, 34D, 34E or 34F in accordance with s 34H(a)-(c)	Where Council is the relevant road authority _____	CAM, CRM, DIE, EMI, EMOE, SASO, SASU
31885	Rail Safety (Local Operations) Act 2006	s 34I	Function of entering into safety interface agreements	Where Council is the relevant road authority _____	DIE, EMI, EMOE
31886	Rail Safety (Local Operations) Act 2006	s 34J(2)	Function of receiving notice from Safety Director	Where Council is the relevant road authority _____	DIE, EMI, EMOE
31887	Rail Safety (Local Operations) Act 2006	s 34J(7)	Duty to comply with a direction of the Safety Director given under s 34J(5)	Where Council is the relevant road authority _____	DIE, EMI, EMOE
31888	Rail Safety (Local Operations) Act 2006	s 34K(2)	Duty to maintain a register of items set out in s 34K(a)-(b)	Where Council is the relevant road authority _____	DIE, EMI

**10.10. OUTSTANDING QUESTION TIME ITEMS**

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

**OFFICER RECOMMENDATION**

**Council resolves to:**

**Endorse 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 public question time.

**RATIONALE**

The City of Ballarat Meeting Procedure Local Law, Division 8, calls for a standard agenda item at each Council Meeting that reflects unanswered questions from public question time.

As at 19 February 2020 there are no outstanding questions.

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

- City of Ballarat Meeting Procedure Local Law

**CONSULTATION**

Nil

**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.

**REFERENCE DOCUMENTS**

Nil

**ATTACHMENTS**

1. Outstanding Question Time Items [**10.10.1** - 1 page]
  2. QT01/20 - Edith Fry [**10.10.2** - 1 page]
  3. QT05/20 - Sally Missing [**10.10.3** - 2 pages]
  4. QT7/20 - John Barnes [**10.10.4** - 1 page]
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Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
29/01/2020 QT01/20	Closed	Edith Fry Golden Point	Is there bush fire preparedness in the bush land parks in the City?	Terry Demeo Director Infrastructure and Environment	Director Terry Demeo provided a written response (see attached)
29/01/2020 QT05/20	Closed	Sally Missing Buninyong	Is Council exercising its leadership role in working with the Ballarat community to achieve carbon neutrality and if there is an engagement and communication plan for the whole LGA?	Terry Demeo Director Infrastructure and Environment	Director Terry Demeo provided a written response (see attached)
29/01/2020 QT07/20	Closed	John Barnes Brown Hill	Will you confirm that this assumption is correct, and provide me with the dates these came to Council as requested in my question on notice, and will you please explain to me how you as councillors assure yourselves that the remaining 51 to 55 Service Reviews have been done objectively, have taken account of the views of service users and the public, and how they provide you with sufficient information to enable you to, in turn, assure the public you are delivering them value for money?	Cameron Cahill Director Innovation and Organisational Improvement	Director Cameron Cahill provided a written response (see attached)

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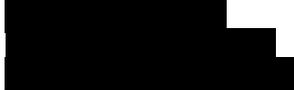
PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Date: 19 February 2020  
Our Ref: TD:bk  
Your Ref: QT01/20  
Enquiries: (61) 03 5320 5500  
Email: info@ballarat.vic.gov.au

Ms Edith Fry



Dear Ms Fry

**RE: OUTSTANDING QUESTION QT01/20**

Further to your question asked at the Council meeting held on Wednesday 29 January 2020, "Is there bush fire preparedness in the bush land parks in the City?", I offer the following response.

Council's Coordinator Parks and Gardens, Daryl Wallis, has inspected the site and has arranged for vegetation clean-up works in the northern end of the reserve, which up until recently was maintained by the Department of Environment, Land Water and Planning (DELWP). Once these works are completed, Council's Parks team will take the area over and include it into our normal works program.

Please feel free to call me on [REDACTED] if you wish to discuss this matter further.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Terry Demeo".

Terry Demeo  
Director Infrastructure and Environment

CC: Mayor and Councillors  
Daryl Wallis, Coordinator Parks and Gardens

PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Date: 20 February 2020  
Our Ref: TD:bk  
Your Ref: QT05/20  
Enquiries: (61) 03 5320 5500  
Email: info@ballarat.vic.gov.au

Ms Sally Missing  
[REDACTED]

Dear Ms Missing

**RE: OUTSTANDING QUESTION QT05/20**

I refer to the question that you raised at the most recent Council meeting on 29 January 2020 where you sought a response to the question which you had put to Council on the evening of 20 November 2019 and further requested advice in relation to leadership on carbon neutrality. As explained at the most recent Council meeting, given that I provided a very extensive verbal response on the evening, it was considered that this had been answered at the meeting. However, I now provide a detailed written response to your earlier question.

Your question of November 20 was recorded as:

*"Ms Missing asked what Council's priorities are for moving towards a more sustainable Ballarat and for response to the climate emergency as an integral part of Council's key strategic plans. Ms Missing also asked what additional resources, financial and human had been allocated by Council in recognition of the declared climate emergency."*

As I indicated at the Council meeting in November, Council has done a significant amount of work in relation to preparing Ballarat to transition towards a low carbon future. Obviously, the major action has been the adoption of the Carbon Neutrality and 100% Renewables Plan which is the principal strategic guide for the implementation of Council's actions in this regard.

As I also said on the evening, Council's commitment in the 2019/2020 financial year budget was of significance in relation to delivery of the actions under this plan. These include:

- The commitment to transition Council's street lighting network from its current old technology lights to LED lights to significantly reduce the carbon footprint of this extensive lighting network throughout the city (\$3.5 million).
- The commitment of \$5 million over 10 years to augment the existing tree planting program of the city to progress the urban forest strategy of Council and look to establish the 40% tree canopy over our public areas of the City Of Ballarat. This is obviously a major initiative to address the carbon sequestration via this extensive tree planting exercise, and also address the issues of heat stress, and heat island effect as adaptation measures recognising the impacts of climate change.

2.

- The provision of two additional staff in this specific area, namely one Native Vegetation / Sustainability Officer who will have responsibility for the delivery of tree planting, and other native vegetation/adaptation measures across the whole city. The other officer is a Sustainability Officer with responsibility for managing the implementation of other initiatives under the Carbon Neutrality Plan. These are major additional staff resources to assist in the delivery of this very important program.
- Council has further committed along with 49 other municipalities across Victoria to pursue a power purchasing agreement (PPA) as a collective to look to have a sustainable power supply for the whole of Ballarat Council facilities including streetlighting moving forward.
- Further, and perhaps most importantly the Carbon Neutrality Plan has been recognised across the entirety of the city organisation and is the guide for our actions in management of office facilities and the like to deliver more environmentally sound operations generally. This includes the purchase of hybrid vehicles, and other initiatives to move us away from fossil fuel reliance. Further, under the Chief Executive Officer's direction there is a complete change in the way the administrative function of Council is delivered with the reduction of paper and reconfiguration of office space to minimise the necessity for additional floor space to accommodate the growth of the city.
- Council has worked with the contractors responsible for extraction of gas from our landfill site at Smythesdale to install a further electricity generator to take full advantage of the gas extracted from the landfill and convert this to electricity, again avoiding the necessity to flare off this gas into the environment and therefore reducing our carbon footprint.

I do trust that the detailed response which reiterates the material which I provided on the night of the Council meeting of 20 November 2019 addresses the concerns which you raised at the most recent Council meeting.

As always, I would welcome the opportunity to further discuss this matter at your convenience if you do wish to take up that opportunity. My best contact number is [REDACTED]

Yours sincerely



Terry Demeo  
Director Infrastructure and Environment

CC: Mayor and Councillors  
Agenda Preparation

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AUSTRALIA

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13 February 2020

Mr John Barnes  
[REDACTED]

Dear Mr Barnes

**Question Taken on Notice – QT07/20**

I refer to your question of the Council on 29 January 2020. The Council provides the following response;

As previously advised in response to your question taken on notice (QT39/19) in December.

The Council does not sign off on all service reviews as the outcomes of the reviews may not require a decision of Council.

Council has considered a number of services and made various decisions following service reviews which required a decision of the Council. These have included decisions that relate to a contract or tender like tourism and waste and recycling or policy considerations like procurement, which is considered annually.

I would like to confirm that where a decision is required that is outside of the operational delegation of the Chief Executive Officer the Council always considers the matter. This is not always the case when it relates to outcomes of service reviews.

Discussions with Council on service reviews and their progress is had on an ongoing and continuous basis with the management team updating the Council on these operational matters. This also forms part of the annual budget and service planning discussions.

The service reviews conducted by Council consider a number of elements including (but not limited to) quality, costs, community and organisational expectations and recommended improvements.

Regards

A handwritten signature in black ink, appearing to read "Cameron Cahill".

**CAMERON CAHILL**  
Director Innovation and Organisational Improvement

**11. NOTICE OF MOTION**

Nil

**12. URGENT BUSINESS**

**13. SECTION 89 (IN CAMERA)**

Nil

**14. CLOSE**