

OFFICIAL

# **Council Meeting**

## **Agenda**

**28 April 2021 at 6:30pm**

**Council Chamber, Town Hall, Sturt Street,  
Ballarat**





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.

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) in the days following the meeting.

Although every effort has been made to protect the privacy of the public, 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 broadcasting and publishing recordings of council meetings is available in council's Live Broadcasting and Recording of Council Meetings Procedure which is available on the council's website.

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**The next Meeting of the Ballarat City Council will be held on Wednesday 26 May 2021.**

## 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. MATTERS ARISING FROM THE MINUTES

## 5. CONFIRMATION OF MINUTES

## 6. PUBLIC QUESTION TIME

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

### QUESTION TIME

- Question time has been altered for the City of Ballarat's 28 April 2021 Council meeting due to the COVID-19 restrictions.
- Members of the Public may attend the meeting in person to ask a question however all attendees must register by midday on the day of the meeting to ensure Council adheres to the number of attendees permitted under its COVID-safe plan.
- If you do wish to attend the meeting in person to ask your question, please contact [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) or call 5320 5875 to register
- Those members of the public who are unable to attend can still participate in question time by submitting their questions in writing.
- No person may submit more than two questions.
- The questions must be in English, must be 75 words or less and not include a preamble, other additional material, or multiple parts.
- Questions must be submitted via email to [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) by no later than 4:30pm on the day of the Council meeting

### PUBLIC SUBMISSIONS

- Due to COVID-19 restrictions around public gatherings the following has been put in place.
- Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
- Members of the Public may attend the meeting in person to make a submission on an agenda item however all attendees must register by 4:30pm on the day of the meeting to ensure Council adheres to the number of attendees permitted under its COVID-safe plan.
- If you do wish to attend the meeting in person to make a submission, please contact [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) or call 5320 5875 to register.
- Members of the public who wish to make a submission on an agenda item but who are unable to attend the meeting in person may make a submission in writing.
- Submissions must be submitted in writing to [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) by no later than 4:30pm on the day of Council meeting; and limited to no more than 200 words that will be read out by the Chief Executive Officer or nominated delegate at the meeting prior to the matter being considered by Council.

## 7. CHIEF EXECUTIVE OFFICER REPORT

### 7.1. CHIEF EXECUTIVE OFFICER REPORT

**Division:** Executive Unit  
**Director:** Evan King  
**Author/Position:** Evan King – Chief Executive Officer

#### PURPOSE

1. 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.

#### BACKGROUND

2. 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 allocation to achieve the objectives set by the Council. This operational report provides greater detail about organisational activities and issues involved with service delivery.

#### KEY MATTERS

##### Key achievements, projects and events delivered

3. Whole of city marketing campaign launched  
An inaugural whole-of-city marketing approach leveraging the growing opportunities to live, work, study, visit and invest in Ballarat was launched in March. The *We Are Ballarat* campaign is a major new collaboration between the City of Ballarat, Commerce Ballarat, Ballarat Regional Tourism and Committee for Ballarat and spearheads a united approach to converting regional growth and economic development in Ballarat. Included in the launch was the introduction of the *We Are Ballarat* ambassadors, the local and national champions of the campaign, and the launch of ballarat.com.au , a central site for information on living, working, investing, and studying in Ballarat.
4. City of Ballarat returns to the office  
The City of Ballarat worked to return as many staff as possible to CBD office sites in line with the easing of Victorian Government COVID-19 restrictions in March. Seventy-five per cent of staff had returned to their worksites, including staff at Ballarat Libraries, the Ballarat Aquatic and Lifestyle Centre, Ballarat Animal Shelter, Art Gallery of Ballarat, Customer Service, Depot, Regulatory Services, Ballarat Information Centre, Ageing Well and Maternal and Child Health services. Under a hybrid model of returning staff to office sites, permanent employees were scheduled to return to the office three days a week and part-time staff to spend 50 per cent of their time working in the office by mid-April.
5. Harmony Fest returned for its 11th year  
Harmony Fest wraps around Harmony Day, the United Nation's International Day for the Elimination of Racial Discrimination, celebrated on 21 March. Highlights of this year's program included Islamic Art and Calligraphy Workshops, a Women's Business

Pop-Up market, meet your neighbour morning tea event, community street soccer, an Indian Film festival and story times at the Ballarat, Wendouree and Sebastopol Libraries.

6. Right to the Night – Health and Medical Precinct

The City of Ballarat's award-winning Right to the Night project has been extended in 2021 to Ballarat's health and medical precinct. In 2018, the Ballarat project asked women and girls to drop pins on a web-based interactive map to identify where they felt safe or unsafe. This time participants of all genders can use their mobile phones to visit [mysay.ballarat.vic.gov.au](http://mysay.ballarat.vic.gov.au) where they can map the locations that make them feel safe or unsafe and explain the reasons why.

### Ongoing community consultation

7. Planning for Ballarat's future CBD

The City of Ballarat is examining how the Ballarat CBD will undergo urban renewal and in March asked the community for input on how new development can contribute to a thriving and revitalised CBD. The CBD Urban Design Framework and Skyline and Views Study will help inform principles and guidelines for future development in the CBD while protecting the important heritage and landscape characteristics of Ballarat.

8. Launch of the Happiness Index Survey as part of Goldfields World Heritage bid

The Happiness Index survey – a powerful global tool that asks communities about their quality of life – was launched in March to put the goldfields region's communities at the heart of tourism planning for the Central Victorian Goldfields World Heritage bid. The vision for the Central Victorian Goldfields World Heritage bid was to provide social and economic opportunities for all people across the region. The Survey will provide data needed to understand where investment in tourism can have the biggest impact on the community's quality of life.

9. Shaping our future housing growth

Beginning in February, the City of Ballarat sought public input for a draft Ballarat Housing Strategy to ensure the city can responsibly accommodate an expected population boom through a balanced and informed approach. The Ballarat Housing Strategy will be delivered alongside the Ballarat Neighbourhood Character Study with previous community engagement informing the strategy.

### OFFICER RECOMMENDATION

**10. That Council:**

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

### ATTACHMENTS

1. Governance Review [7.1.1 - 1 page]



#### **ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The Chief Executive Officers report is line with Council's commitment to transparent decision making as expressed in the Council Plan.

#### **COMMUNITY IMPACT**

2. The report is part of Council's commitment to ensuring the community is informed about key projects and initiatives delivered and ongoing, and community consultation being undertaken by the City of Ballarat.

#### **CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. No climate emergency and environmental sustainability implications have arisen from the preparation of this report.

#### **ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. No additional economic sustainability implications have arisen from the preparation of this report.

#### **FINANCIAL IMPLICATIONS**

5. No additional financial implications have arisen from the preparation of this report.

#### **LEGAL AND RISK CONSIDERATIONS**

6. It is considered there are no legal and risk considerations associated with this report.

#### **HUMAN RIGHTS CONSIDERATIONS**

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

#### **COMMUNITY CONSULTATION AND ENGAGEMENT**

8. The Chief Executive Officer's Operational Report formal community engagement and consultation processes, both online and in person, which the City of Ballarat is currently undertaking in relation to its plans and operations.

#### **CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

9. Council Officers affirm that no general or material interests need to be declared in relation to the matter of this report.

## 8. OFFICER REPORTS

### 8.1. LGBTIQA+ ADVISORY COMMITTEE

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Bernadette Duffy - Community Inclusion Officer

#### PURPOSE

1. To provide Council with information regarding the potential establishment of a Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/ questioning and Asexual (LGBTIQA+) Advisory Committee and action plan in response to resolution R36/21.

#### BACKGROUND

2. At the 24 February 2021 Council meeting resolution R36/21 was carried, which requested Officers present a report that:

Considers the establishment and associated resources to support an LGBTIQA+ Advisory Committee and action plan and considers referring to the committee items such as:

- Achieving Rainbow Tick for Council run services
  - LGBTIQA+ inclusion across the municipality
  - Further opportunities to fly the rainbow flag on significant LGBTIQA+ dates
  - Opportunities for City of Ballarat to participate in local and regional Pride events.
3. To date, Council has supported LGBTIQA+ individuals and community in a range of ways. Various teams including Active Ageing, Youth Services, Library Services and Sport and Recreation Services have provided a variety of local opportunities for the LGBTIQA+ community including flag-raising, community events and staff training. Council has also supported key events such as IDAHOBIT Day.

#### KEY MATTERS

4. Although no longer a legislative requirement, advisory committees to Council provide an opportunity for strong engagement with community around particular community cohorts and issues. They work to inform decision making and to create collaborative partnerships between Council and stakeholders.
5. Almost ten per cent of City of Ballarat residents identify as LGBTIQA+, compared to approximately 5.7% of Victorians. This equates to over 10,000 residents. LGBTIQA+ people experience on average poorer health and social outcomes, with the root causes often discrimination and exclusion.
6. Local governments should foster a culture of inclusivity and accessibility. This involves taking positive action to eliminate discrimination in all forms, including discrimination on the basis of sexual orientation and gender identity. An LGBTIQA+ Advisory Committee could assist Council in ensuring that its operations are inclusive and

provide guidance in the promotion of anti-discriminatory and inclusive practice in the broader community.

7. To effectively and sustainably establish and coordinate an LGBTIQA+ Advisory Committee and develop and implement a co-designed action plan, further resourcing of 0.4 EFT and some project funding will be required. This would involve an annual staffing cost of approximately \$40,000 and annual project funding of at least \$8,000. Some activities arising from the action plan may be able to be undertaken within existing resources (such as flag raising and attendance at events) while others will require project funding (such as Rainbow Tick accreditation or additional Council-run events or programs). Resourcing would need to be considered and planned for in the development of the action plan and included in Council's annual budgetary processes.
8. If endorsed by Council, associated costs outlined above will be included in the 2021/22 budget process.
9. Further to the above, a Terms of Reference (TOR) for the Committee will be prepared for Council's consideration at the next Ordinary Meeting of Council. Membership of the Committee will be considered in the TOR, and will cover categories including Councillor representation, Officer representation by role, community organisations, and community member representations.
10. Potential activities to be included in an action plan (subject to Advisory Committee input, endorsement and resourcing) could include:
  - a. Rainbow Tick Accreditation: If selected as the preferred auditing tool, the accreditation is a 12-18 month-long process. This process can be undertaken for Council sites and services individually or collectively. Costs vary dependent on the number of sites and services accredited.
  - b. Flag-raising: There are numerous potential dates that would be suitable for flag raising events. The LGBTIQA+ Advisory Committee would assist to identify the most appropriate dates.
  - c. Events: Several Pride events are being planned by groups and organisations over the next few months in Ballarat including: Long Lunch (IDAHOBIT Day), Transgender Day of Visibility and the Frolic Festival. Exploring opportunities for Council participation in future events will be possible through the implementation of the LGBTIQA+ Advisory Committee and associated action plan.

## OFFICER RECOMMENDATION

### 11. That Council:

**11.1 Endorse the establishment and resourcing of an LGBTIQA+ Advisory Committee and the development of an action plan in consultation with the Committee, and**

**11.2 Refer associated costs to the 2021/22 budget process.**

## ATTACHMENTS

1. Governance Review [8.1.1 - 2 pages]

### ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report is in alignment with the Council Plan, Active Ballarat Strategy and Action Plan, Health and Wellbeing Plan and Community Engagement Policy.

### COMMUNITY IMPACT

2. This report outlines the development of an LGBTIQ+ Advisory Committee and Action Plan which would:
  - a. Provide LGBTIQ+ individuals and communities with structured civic participation opportunities and assist Council to deliver more accessible and inclusive programs and services for the broader community.
  - b. Support the development of actions that impact positively on strengthening the culture of inclusion across Council.

### CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Nil

### ECONOMIC SUSTAINABILITY IMPLICATIONS

4. Nil

### FINANCIAL IMPLICATIONS

5. Establishment of the LGBTIQ+ Advisory Committee, the development of an Action Plan and the pursuit of objectives within this plan, will have financial implications which will need to be considered:
  - a. There is additional staffing (0.4 EFT) required to facilitate an LGBTIQ+ advisory committee, conduct community engagement, co-design an action plan and implement actions. Staff resourcing is approximately \$40,000pa.
  - b. Potential project costs that would need to be incorporated into future budgets include training, accreditation costs (subject to the auditing process selected), meeting costs, and expenses related to the implementation of the proposed action plan. Project resourcing is \$8,000pa.

### LEGAL AND RISK CONSIDERATIONS

6. It is considered that there are no legal and risk considerations associated with this report.
7. Report recommendations align with:
  - *Local Government Act 2020*
  - *Gender Equality Act 2020*
  - *Charter of Human Rights and Responsibilities Act 2006*
  - *Sex Discrimination Act 1984*

- *Equal Opportunity Act 2010*
- *Public Health and Wellbeing Act 2008*

#### HUMAN RIGHTS CONSIDERATIONS

8. The establishment of an LGBTIQ+ Advisory Committee specifically supports the enactment of the following Human Rights:
  - Right to Freedom of Expression
  - Right to Take Part in Public Life

#### COMMUNITY CONSULTATION AND ENGAGEMENT

9. LGBTIQ+ inclusion has been raised during recent community engagement processes including during the *Community Engagement Policy* review and *Ballarat: Our Future* engagement.
10. Since the role of Community Inclusion Officer was established in December 2020, several LGBTIQ+ community groups and local stakeholders have made contact to share information about planned local activities and events and to seek Council assistance.
11. Community consultation and engagement will underpin the formation and implementation of the proposed Advisory Committee and associated action plan.

#### GENDER EQUALITY ACT 2020

12. A Gender Impact Assessment was undertaken and considered in the development of the recommendation to Council.

#### CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

13. Council Officers affirm that no general or material interests need to be declared in relation to the matter of this report.

## 8.2. ROBIN HOOD HOTEL ADDITIONAL GAMING MACHINES

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Breanna Doody – Coordinator Health and Social Planning

### PURPOSE

1. To inform Council of the application made by the Robin Hood Hotel for additional eight (8) Electronic Gaming Machines (EGMs).
2. To seek Council endorsement to advise the Victorian Commission for Gambling and Liquor Regulation (VCGLR) by 29 April 2021 that City of Ballarat will be providing a response to the application using the required VCGLR 'Social and economic impact' submission form by 23 May 2021.

### BACKGROUND

3. On 12 March 2021, Council received notification from BSP Lawyers that The Robin Hood Hotel have made an application to the VCGLR for an additional eight electronic gaming machines.
4. An additional notification from The VCGLR was received on 23 March 2021 advising that Council has until close of business on 29 April 2021 to advise the VCGLR if they intend to make a submission by 23 May 2021.
5. The City of Ballarat Gaming Machine Community Policy highlights that there is a large body of evidence that demonstrates the adverse consequences which result from problem gambling including financial loss, relationship breakdown and reduced health and wellbeing.
6. Under the *Planning and Environment Act 1987*, there is a statutory responsibility for Councils to consider the social and economic impacts of gaming machines in their municipality, under Clause 52.28 of the Victorian Planning Provisions.
7. As part of the VCGLR's Gaming Machine application process, the Council where the premises are located has the right to make a submission to the Commission on the proposal.
8. Recognising that local Councils are uniquely placed to bring information to the Commission about the impact a proposal will have on the community, the Commission encourages Councils to make a submission using the economic and social impact submission form on the VCGLR website.
9. The City of Ballarat is concerned by the prevalence and accessibility of EGMs in the Ballarat area and their potential harmful impacts. Both the number of gaming machines and expenditure per adult is higher than in other regional Victoria municipalities and significantly higher than the state average. Prior to COVID restrictions being introduced in Victoria there was an average of \$163,467 lost by players on poker machines per day and \$57.5M annually (2018/2019) in the City of Ballarat. As a result of venue closures due to COVID there was a decrease of \$13.8M in annual losses to poker machines incurred by gamblers in Ballarat (18/19 compared to 19/20).

10. There is currently a total of 637 poker machines across 14 venues in the City of Ballarat, which is 96% of the legislated local area cap of 663 (June 2020). The additional 8 machines would bring this to a total of 645 machines and 97.3% of the cap. Gaming machine caps are a legal limit on how many gaming machine entitlements are available within specific geographic areas of Victoria. In Ballarat, the current number of poker machines equates to 7.4 machines per 1,000 adults - the 14th highest ratio in Victoria - higher than ratios seen in Geelong, Bendigo, Shepparton and Melton.
11. The estimated losses on poker machines incurred by gamblers in Ballarat, as a percentage of gross individual income is 12.1% (2016), the 11th highest percentage in LGAs across Victoria. Despite the perception that gaming venues contribute back to communities through gifts, donations, sponsorships, volunteer expenses and veterans support, only 3.1% of the total losses on pokies machines in Ballarat in 2018/2019 were given back through community benefits.
12. As a result of this application and recent previous applications, it is important to acknowledge that Council's current Gaming Machine Community Policy (2011) should be reviewed and updated to integrate changes to the statutory and regulatory framework within which gambling takes place. It should also be amended to respond to the growth and changing population demographics in the Ballarat municipality, the increased understanding in relation to gambling related issues, and a change in the language used by the industry.

## KEY MATTERS

13. Given the known evidence and the adopted policy position, it is important that Council provides a response to the Robin Hood Hotel's application for an additional 8 Electronic Gaming Machines, making recommendations which will assist in reducing the resulting harm experienced within the community.
14. Council is encouraged by the VCGLR to make a submission using the 'Economic and Social Impact' submission form. This must be completed within 60 days of receiving notification of the proposal.
15. In this submission it is proposed that the following would be considered:
  - Impact on vulnerable communities.
  - Adherence to the intent of the City of Ballarat Gaming Machine Community Policy.
  - Feedback on responses provided by the applicant.
  - Feedback from community, business and local organisations.
  - Conditions that Council believes would improve the anticipated impact of the proposal including ensuring that the venue adopt/continues gambling harm minimisation strategies.
16. If Council recommend that a submission should be lodged then Officers will meet with the venue to explain the conditions that will be suggested as part of the submission and the reasoning for this.
17. In order to address the current outdated Gaming Machine Community Policy (2011) Officers propose to review and bring an amended policy document to Council for consideration in coming months.

## OFFICER RECOMMENDATION

### 18. That Council:

**18.1 Advises the VCGLR by 29 April 2021 that they intend to respond to the application made to the VCGLR by the Robin Hood Hotel for additional gaming machines using the required economic and social impact submission form by 23 May 2021.**

## ATTACHMENTS

1. Governance Review [8.2.1 - 3 pages]



### ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. **City of Ballarat Council Plan 2017-2021**

The Council Plan details the goal of 'Liveability.' Within this there is a commitment to providing and encouraging opportunities and places that allow our community to be safe and be active and healthy. Harm caused by gambling impacts negatively on Council being able to achieve these aims and objectives.
2. **Ballarat Strategy 2040**

The Ballarat Strategy has identified specific initiatives to minimise the harm caused by Electronic Gaming Machines (EGMs) including 'Initiative 2.9 – Continue to control where poker machines can be located, to minimise their impact on vulnerable communities' (pg 120). The strategy highlights that whilst City of Ballarat cannot control the total number of machines in the Municipality, it can influence their location and distribution, to minimise harm.
3. **Health and Wellbeing 2017-2021**

The Health and Wellbeing plan has a focus on creating healthy environments and creating a safe and resilient community. In addition, the plan has two priority areas which are directly related to gambling harm including 'improving mental health' and 'preventing violence and injury.'
4. **Gaming Machine Community Policy (2011)**

As outlined in the policy, Council is concerned by the prevalence and accessibility of EGMs in the Ballarat area and the potential harmful impacts this has. Both the number of gaming machines and expenditure per adult is higher than in other regional Victoria municipalities and significantly higher than the State average. The aim of the policy is to ensure that an appropriate balance is struck between providing access to EGMs and their recreational benefits, and Council's broader responsibilities relating to community wellbeing and health. It will provide the framework for a response to the proposal for additional gaming machines at the Robin Hood Hotel.
5. **Social Policy Framework**

The Social Policy Framework articulates the principles, considerations, roles and responsibilities that guide the City of Ballarat's policy development in areas of social concern and wellbeing. The position statements which accompany the Social Policy Framework consolidate existing and related social policy from across the City of Ballarat to provide clarity about the City of Ballarat's policy position, key messages, roles and responsibilities regarding specific social issues, and includes a specific response to Gambling Harm.

### COMMUNITY IMPACT

The recommendation of both providing a response to the gaming application and an update to the current policy would involve considering the impact on social and cultural outcomes for the community. It is acknowledged that there is a large body of evidence that demonstrates the adverse consequences which result from problem gambling including financial loss, relationship breakdown and reduced health and wellbeing, and a requirement under the *Local Government Act 2020* and *Public Health and Wellbeing Act 2008* to provide the best outcomes for community and to prevent and control public health risk.

#### CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

N/A

#### ECONOMIC SUSTAINABILITY IMPLICATIONS

The recommendation of providing a response to the gaming application will involve considering the impact of the proposal on economic outcomes for the community.

#### FINANCIAL IMPLICATIONS

Responding to the proposal will require staff resourcing from within the Health and Social Planning team but would not require additional operational funds as the recommendation is not to engage a lawyer to act on Council's behalf in this matter.

#### LEGAL AND RISK CONSIDERATIONS

The *Local Government Act 2020* requires councils to provide the best outcomes for the community, while having regard to the long-term cumulative effects of decisions. Under the *Planning and Environment Act 1987*, there is a statutory responsibility for councils to consider the social and economic impacts of gaming machines in their municipality, under Clause 52.28 of the Victorian Planning Provisions. The City of Ballarat is also required to seek to protect, improve and promote health and wellbeing under the *Public Health and Wellbeing Act 2008* and to apply the 'precautionary principle' to preventing and controlling public health risk.

The proposed policy review has positive risk management implications for both the organisation and the environment as it ensures that Council is contributing appropriately to the decision to be made by the VCGLR which will have social and economic impacts on our community.

#### HUMAN RIGHTS CONSIDERATIONS

Responding to the application for additional gaming machines will require a consideration of the implications of additional gaming machines on the human rights of the community.

#### COMMUNITY CONSULTATION AND ENGAGEMENT

In partnership with the Inter-agency Taskforce on Gambling Harm, City of Ballarat was involved in a 'Community Attitudes to Gambling' consultation in May 2019. Findings from this consultation will be included in the submission.

Council will also share information about the proposal with the Inter-agency Taskforce on Gambling Harm to provide them with the opportunity to make their own submissions or provide information which can be included within Councils' submission.

#### CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

### 8.3. ACTIVE BALLARAT ACTION PLAN

**Division:** Development and Growth  
**Director:** Natalie Robertson  
**Author/Position:** Michael Hynes – Senior Advisor Strategy and Planning

#### PURPOSE

1. The purpose of this report is to present the Active Ballarat Strategy and Action Plan to Council for adoption. This strategy replaces the previous 2014 Recreation Strategy. The Strategy aligns with key internal strategies and documents such as the Council Plan Ballarat 2040, Prosperity Strategy and external strategies such as Active Victoria. It sets a key vision for recreation in Ballarat and contains 5 key strategic pillars to inform its direction.

#### BACKGROUND

2. In August 2018 Council commenced the review of the previous 2014 City of Ballarat Recreation Strategy appointing consultant Sport Business Partners (SBP) to work with and support Sport and Active Living (SAL), Recreation Services and the community to review the provision of structured sport and active recreation across the municipality. The new Active Ballarat Strategy replaces the 2014 Recreation Strategy and aligns Council's new approach to recreation strategically with Active Victoria.
3. The Draft Active Ballarat Strategy and Action Plan was set for Council approval in 2020 however this process was put on hold. Over the past 12 months the Recreation Services Business Unit has continued to deliver the first year of Active Ballarat Action Plan (see outcomes year updated Action Plan attached)
4. In developing the Plan, specialist consultancy company SBP reviewed a range of relevant internal and external recreational documents. They undertook broad community and industry stakeholder engagement, which included comprehensive surveying, community meetings and face to face interviews to determine the specific needs of the community. Additionally, SBP completed a municipal wide review of infrastructure through a facility scan and site assessment of existing recreation support and provision.
5. This focused process ensured that the City of Ballarat has a clear strategic plan to appropriately understand and deliver high-quality recreation services in an inclusive evidenced based and collaborative process. The action plan is positioned for success because its development has already carefully and fully involved an "all of Council" and community consultative approach enabling all Council directorates and the community the opportunity to feed into the strategy and action plan.
6. The strategy has been developed to align with the current State Government Recreation and Sport Strategy that is titled - Active Victoria.

The overall objectives of this strategy and Action Plan are to deliver:

- An established strategic direction for the planning, provision, development, and management of a diverse range of sport and recreation facilities, services, and infrastructure;
- Recommendations and strategic outcomes that address short term (1-2 years), medium term (3-4 years) and future term (5-10 years) community needs; and

- Identification of critical policy direction for the City of Ballarat recreation processes and procedures.
7. The strategy identifies five key strategic pillars with an overarching pillar of innovation and technology. Active Ballarat has a strong focus on collaboration and will be underpinned by Council working closely with community to achieve shared outcomes. It proposes that Ballarat can strive for a vision that “*creates a movement towards a more vibrant, healthy and livable future for our community.*”
  8. Key strategic pillars being:
    1. Meeting demand - How do we ensure existing infrastructure and opportunities to be active continue to service the growing population and future demand?
    2. Broader and more inclusive participation - How do we integrate physical activity to become a part of the local lifestyle by removing barriers and creating opportunities for all members of the community to be active?
    3. Additional focus on active recreation - How do we better understand active recreation participation, and enhance support of unstructured physical activity?
    4. Build system resilience and capacity - What support can we provide to upskill and mobilise the club network to increase and broaden club sport engagement?
    5. Connect investment in events, high performance, and tourism - Where are these opportunities to attract major and regionally significant events that support participation pathways, tourism, and benefit the local community?
  9. With one overarching Pillar *Innovation and technology* - How do we establish an innovation ecosystem where investment, technology and activity outcomes come together?

## KEY MATTERS

### 10. Physical Activity

Physical activity and open space play a vital role in the community of Ballarat. Physical activity and sport contributes significantly to the economic and social wellbeing of residents, visitors and tourists alike. The new Active Ballarat Strategy will position the City of Ballarat and surrounding areas to meet the diverse sport and recreation needs of the community and is a strategic level document that informs Council on future planning, facility provision, management and priorities for a diverse range of sustainable sport and recreation facilities and pursuits.

11. It covers:
  - Structured and unstructured sport,
  - Infrastructure and services,
  - Identified community needs, and
  - Opportunities to contribute to the overall livability, prosperity, sustainability and accountability of the City of Ballarat.
12. Its alignment with the State government’s “Active Victoria Strategy” which aims to strengthen the sport and recreation sector and participation across the state has been at the forefront of the thinking throughout the development of this strategy.

### 13. Key Participation statistics

We clearly understand that sport and active recreation makes a positive contribution to the health of the community and simply increasing the rate of physical activity by 10 per cent has been estimated to reduce physical inactivity related deaths by 15 per cent.

- In organised sport Ballarat peaks for those aged 0-14 years, followed by those aged 15-24 years. However, compared to Country Victoria participation rates of 0-14 year in Ballarat is approximately 10% lower.
- We have higher sports participation by those in the 35-44 year age bracket when compared to Bendigo and Geelong.
- Participation in organised sport is lowest for people aged 65 years or above.
- Out of the top 12 sports by participation, AFL is the most popular sport in Ballarat, with nearly 4,000 registered players. This is followed closely by Basketball (3,817) and Netball (2,095).

### 14. Active Recreation Focus

A key focus area of the strategy looks at Active Recreation - "*Leisure time, non-competitive, physical activity*" and looking at the total spend, numbers participating or not and the health implications and the annual impact of investment into facilities and infrastructure.

The report considers the forecast population growth over the next 20 years where the population is expected to grow by an estimated 40,000 (144,108) people. This growth further highlights the importance of provisioning for active recreational pursuits across the municipality. The collaboration between Council business units across design and planning associated with community consultation will drive an increased awareness and focus of the importance of recreational opportunities right across the municipality that are accessible, inclusive and relevant.

### 15. Changing Population

It is essential that we have a clear understanding of the age structure of the population and the forecast changes occurring through the population and that this informs the key infrastructure planning and service delivery options across all components of the sport and recreation field.

We have considered the three key levers which influence population growth: net migration, births and deaths (natural increase).

The Victorian community at large is ageing, and Ballarat is following the same trend. However, there will also be a "youthening" effect due to the increase of young families with parents who have established careers and are likely to have young children. Demand for aged care facilities, childcare and schools will continue to increase, and planning considerations will need to ensure these services provide for future population.

### 16. Consultation and Collaboration

A variety of consultation methods were undertaken to facilitate a high level of community engagement and understanding of the issues and proposed directions for sport and active recreation provision in the municipality.

Consultation formed the critical component of the development of then Active Ballarat Strategy. SBP undertook broad community and industry stakeholder engagement, which including undertaking comprehensive surveying, community meetings and importantly face to face interviews to determine the specific needs of all impacted on recreation both internally at council and externally in the community. Whilst also completing a municipal

wide review of infrastructure through a facility scan and site assessment of existing recreation support and provision.

SBP also engaged with Recreation Portfolio Councilors to better understand the cities sporting and cultural landscape. The full Recreation Services team worked closely with SBP to develop the carefully programmed action plan and strategy.

The Consultant Brief was developed with input from all Council directorate senior staff ensuring whole Council buy-in.

This has included:

- 30 depth interviews with identified stakeholders,
- An online survey with key stakeholders,
- An online survey with the broader Ballarat Community, and
- Community forum with key sport and recreation teams, clubs, and volunteers.

*Active Ballarat Strategy – Draft – Full Report – 2019 outlines the detailed Action Plan, Stakeholder Consultation findings and identified Issues and Opportunities.*

## 17. Financial Implications

The current structure of the Recreation Services Business Unit and the rolling Core Capital Sport Infrastructure program have been carefully analysed as part of the development of the new strategy. Both the recurrent and Capital budgets aligned with this work are appropriate and will enable Council Officers to work closely with the community to successfully implement the actions plan. The Recreation Services team has also been highly successful over recent years in leveraging external funding to support planning and capital infrastructure projects, and there is no reason that this success is likely to change.

## OFFICER RECOMMENDATION

**That Council:**

**18.1 Endorse and Adopt Active Ballarat Strategy and Action Plan as presented.**

**18.2 Approve undertaking Active Ballarat Strategy and the continued delivery of the Action Plan.**

## ATTACHMENTS

1. Governance Review [8.3.1 - 3 pages]
2. Active Ballarat Full Report - June 21 [8.3.2 - 73 pages]
3. Active Ballarat - One Page Summary - June 28 [8.3.3 - 1 page]
4. Active Ballarat Strategic Implementation Plan Final March 2021 [8.3.4 - 12 pages]

### ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan
2. 2014 Recreation Strategy
3. Active Women and Girls Strategy 2018
4. Gender Strategy
5. Various Internal Strategies, Master plans and Feasibility studies
6. Open Space Strategy
7. Active Victoria Strategy

### COMMUNITY IMPACT

8. Meeting Demand
9. Broader and more inclusive participation
10. Additional focus on active recreation
11. Building system resilience and capacity
12. Connect investment in events, high performance and tourism
13. Working together for shared outcomes
14. Improved community infrastructure

### CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

15. The strategy identifies and will support the delivery of several community infrastructure projects which will be assessed on a case by case basis. The following climate emergency and environmental sustainability implications assessed but not limited to on a case by case basis specific to each project:
  16. Upgrade lighting to standard and efficiency through the installation of LED lighting infrastructure
  17. Synthetic surface
  18. LED lighting
  19. Efficient lighting controls
  20. Sustainable water strategies in conjunction with Central Highlands Water

#### Universal Design Principles

- Equitable Use
- Accessibility
- Flexibility in Use
- Simple and Intuitive
- Perceptible Information
- Size and Space for Approach and Use

### ECONOMIC SUSTAINABILITY IMPLICATIONS

21. The following assumptions on economic sustainability implications have been brought on whilst developing the strategy. These were true at the writing of the strategy.



22. \$114.9 million = Estimated total spending on active recreation in Ballarat.
23. 55,859 = Number of Ballarat residents not doing enough physical activity.
24. \$48,019 (per person) = Lifetime avoided healthcare costs from making physically inactive Ballarat residents active
25. \$16.20 = The annual impact of each additional\$1 that is invested into facilities and infrastructure

#### FINANCIAL IMPLICATIONS

26. Level of contribution per project or program is specific to each identified project or program. External funding program funding ratios and amounts are also factored into this contribution.
27. Recreation Services has a dedicated 10 Year Core Capital Project Budget strategically aligned to project delivery and prioritisation

#### LEGAL AND RISK CONSIDERATIONS

28. Internal policy considered on a case by case basis with advice from Risk and Governance department as required.

#### HUMAN RIGHTS CONSIDERATIONS

29. Internal policy considered on a case by case basis with advice from Risk and Governance department as required.

#### COMMUNITY CONSULTATION AND ENGAGEMENT

30. A variety of consultation methods have been undertaken to facilitate a high level of community engagement. This will promote an in-depth understanding of the issues and proposed directions for sport and active recreation provision in the municipality. This has included:
  - 30 in-depth interviews with identified stakeholders.
  - An online survey with key stakeholders (54 complete responses).
  - An online survey with the broader Ballarat Community promoted through the City of Ballarat social media channels, website and the Active Ballarat MySay page (150 complete responses).
  - Eight vox pops with active recreation participants.
  - One Community forum with 32 key sport and recreation teams, clubs, volunteers and other stakeholders.

**GENDER EQUALITY ACT 2020**

31. There are gender equality implications identified for the subject of this report – see comment below identifying the Gender Impact Assessment review.
32. 'A Gender Impact Assessment was undertaken and considered. The key recommendation is that the working group (see Pillar 7.1 – 7.3 on pg. 20) provides a mechanism for responsive and considered advice and guidance to inform the equitable implementation of the Ballarat Active Strategy.'

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

33. Council Officers affirm that no material or general interests need to be declared in relation to the matter of this report.



# CITY OF BALLARAT

## ACTIVE BALLARAT STRATEGY – FULL REPORT

2019 – COMMERCIAL IN CONFIDENCE

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Lake Wendouree

# INTRODUCTION



## Strategic Overview and Alignment with Active Victoria

Physical activity and open space play a vital role for the community of Ballarat. It contributes significantly to the economic and social wellbeing of residents, visitors and tourists alike.

Active Ballarat will position the City of Ballarat and surrounding areas to meet the diverse sport and recreation needs of the community. This strategy will succeed the current Recreation Strategy (2014), and will be a strategic level document that informs Council on future planning, provision, management and priorities for a diverse range of sustainable sport and recreation facilities and pursuits. The strategy will cover:

- Structured and unstructured sport;
- Infrastructure and services;
- Identified community needs, and;
- Opportunities to contribute to the overall livability, prosperity, sustainability and accountability of the City of Ballarat.

One of the key objectives of the Active Ballarat Strategy is that it aligns with the State government's plan – Active Victoria – which aims to strengthen the sport and recreation sector and participation across the state. This has been at the forefront of our thinking throughout the development of this strategy.

The overall objectives of this strategy are to:

- Establish strategic directions for the planning, provision, development and management of a diverse range of sport and recreation facilities, services and infrastructure
- Provide recommendations and strategic outcomes that address short term (1-2 years), medium term (3-4 years) and future term (5-10 years) community needs
- Identify critical policy direction for the City of Ballarat recreation processes and procedures

## Methodology

The Active Ballarat Strategy was developed through a review of existing documents and literature, a situational analysis, community consultation, and strategic workshops with City of Ballarat.

This involved the following methodology:

- Formal review and analysis of existing background documents to ensure key directions, recommendations and relevant information are incorporated into the Active Ballarat Strategy
- Identification of the current demographic profile of the City of Ballarat and forecasting of future population
- Audit and mapping of existing infrastructure, services and programs, as well as assessment of the current scope of recreation facilities and services provided by Council
- Online surveys with key stakeholders and the local community, in-depth interviews with key stakeholders, a community forum, vox pops with community and active recreation participants
- Development of a stakeholder consultation report
- Development of an issues and opportunities paper
- A series of workshops with City of Ballarat to develop the strategic framework and action plan

## COMMUNITY CONSULTATION



### What the Community is Telling Us

A variety of consultation methods have been undertaken to facilitate a high level of community engagement. This will promote an in-depth understanding of the issues and proposed directions for sport and active recreation provision in the municipality. This has included:

- 30 in-depth interviews with identified stakeholders.
- An online survey with key stakeholders (54 complete responses).
- An online survey with the broader Ballarat Community promoted through the City of Ballarat social media channels, website and the Active Ballarat MySay page (150 complete responses).
- Eight vox pops with active recreation participants.
- One Community forum with 32 key sport and recreation teams, clubs, volunteers and other stakeholders.

From the community survey, the top three most important priorities ranked by respondents are:

- Increasing participation opportunities.
- Inclusions of flexible and innovative options.
- Supporting volunteers, participants and the workforce.

Some of the additional improvement areas identified by respondents included:

- Safe spaces for recreation.
- Connectivity and linkages between existing walking and cycling paths/trails.
- Focus on engaging a broader cross-section of the community.
- Maximising the high-quality infrastructure and facilities that currently exist, and leveraging existing assets.
- Increasing opportunities to be physically active in Winter.

### Implications

From the consultation findings, the Active Ballarat Strategy must...

- Be inclusive and accessible for all of Ballarat.
- Include an innovative approach, model or study.
- Activate sport and recreation facilities at Federation University, Schools, Victoria Park, Lake Wendouree, Yarrowee River Trail, the Botanic Gardens etc.
- Reinforce that Ballarat is a great place to live, and advances our livability, activity and prosperous health.
- Elevate Victoria Park and the Showgrounds precinct and turn these into sport and recreation facility icons in Ballarat.
- Focus on developing multi-sport precincts with cafes and restaurants, soccer, cricket, equestrian, hockey, tennis. The opportunities are endless.

# VISION AND STRATEGIC PILLARS



Vision

The Vision for Active Ballarat is:  
*“Active Ballarat – Creating a movement towards a more vibrant, healthy and liveable future for our community”*

Strategic Pillars

The strategy identifies five key strategic pillars with an overarching pillar of innovation and technology. Active Ballarat has a strong focus on collaboration, and will be underpinned by working together for shared outcomes.

**Overarching Pillar**



Innovation and technology

How do we establish an innovation ecosystem where investment, technology and activity outcomes come together?

**Top Five Strategic Pillars**



Meeting demand

How do we ensure existing infrastructure and opportunities to be active continue to service the growing population and future demand?



Broader and more inclusive participation

How do we integrate physical activity to become a part of the local lifestyle by removing barriers and creating opportunities for all members of the community to be active?



Additional focus on active recreation

How do we better understand active recreation participation, and enhance support of unstructured physical activity?



Build system resilience and capacity

What support can we provide to upskill and mobilise the club network to increase and broaden club sport engagement?



Connect investment in events, high performance and tourism

Where are there opportunities to attract major and regionally significant events that support participation pathways, tourism, and benefit the local community?

**Underpinning It All...**



Working together for shared outcomes

A collaborative approach to enhancing activity outcomes, in partnership with the community, state and national sport organisations, all levels of government, corporate organisations, NFP's and private providers

# OUR ICONIC COMMUNITY & SPORTING ASSETS



The Active Ballarat Strategy will have a strong focus on enhancing and maximising usage of the following key activity icons across the municipality. These iconic assets hold significant value for the broader municipal, regional and state community.



## NATIONAL SPORTING ICONS

- Mars Stadium
- Ballarat Sports Events Centre (BSEC)
- Buninyong Road Cycling
- Rowing course at Lake Wendouree



## EMERGING VICTORIAN ICONS

- Morshead Park
- Eastern Oval
- Ballarat Regional Tennis Facility
- Llanberris Reserve



## COMMUNITY RECREATION ICONS

- Lake Wendouree
- Victoria Park
- Botanical Gardens
- Yarrawee River Trail
- Lake Esmond



# SPORT IN BALLARAT



## SPORT "Structured, competitive activity."

It is explicitly proven that involvement in sport and active recreation makes a positive contribution to the health of the community. Increasing the rate of physical activity by 10 per cent has been estimated to reduce physical-inactivity-related deaths by 15 per cent.

- Participation in organised sport in Ballarat peaks for those aged 0-14 years, followed by those aged 15-24 years.
- However, compared to Country Victoria averages, the participation rates of 0-14 year olds in Ballarat is approximately ten per cent lower.
- Ballarat has higher sports participation by those in the 35-44 year age bracket when compared to Bendigo and Geelong.
- Participation in organised sport is lowest for people aged 65 years or above.

Out of the top 12 sports by participation, AFL is the most popular sport in Ballarat, with nearly 4,000 registered players. This is followed closely by Basketball (3,817) and Netball (2,095).



**More than 100 recreation and sporting facilities**  
(stadiums, fields, pitches, courts)



**59 outdoor sporting grounds**  
(AFL, Soccer, Cricket, Netball, Baseball, Hockey)



**1 AFL Standard Venue**  
(Mars Stadium) and **1 Regional Soccer Facility** (Morshead Park)



**1 Regional Equestrian Arena**



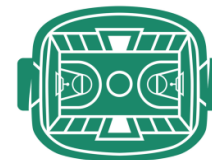
**Four indoor and 16 outdoor netball courts and four basketball courts**



**One national standard rowing course**



**54 Tennis Courts**



**One national standard Indoor Sport Stadium**



**One Table Tennis Regional Centre and one Badminton International Standard Facility**

# ACTIVE RECREATION IN BALLARAT



## ACTIVE RECREATION

“Leisure time, non-competitive, physical activity”

The most popular physical activities are predominantly individual exercise activities such as:

- Walking
- Gym Workouts
- Running/Jogging
- Cycling
- Pilates and Yoga
- Swimming

### Four Key Active Recreation Figures for Ballarat

- **\$114.9 million** = Estimated total spending on active recreation in Ballarat.
- **55,859** = Number of Ballarat residents not doing enough physical activity.
- **\$48,019** (per person) = Lifetime avoided healthcare costs from making physically inactive Ballarat residents active
- **\$16.20** = The annual impact of each additional \$1 that is invested into facilities and infrastructure



**18 major parks and 149**  
neighbourhood parks



**Extensive shared trail network**  
for walking, jogging and cycling



**45km**  
of walking trails



**One regional indoor aquatic and leisure centre**



**Two splash parks** and four outdoor aquatic facilities



**Three**  
major lakes



Skate parks and skateboard facilities



BMX and mountain bike tracks



**Over 2,000ha**  
of public open space

# CHANGES AND CHALLENGES



## Our Changing Population

At the time of the 2016 Census, the population of the municipality was approximately **103,827**.

Of the 2016 population:

- Forty-eight per cent were males and fifty-two per cent were females
- Nineteen per cent of the population were aged under 15 years and sixty-four per cent were between 15 and 64 years.
- Seventeen per cent were aged over 64 years, up from fifteen per cent at the 2011 Census.
- 1,470 people identified themselves as being of Aboriginal, Torres Strait Islander or both Aboriginal and Torres Strait Islander origin

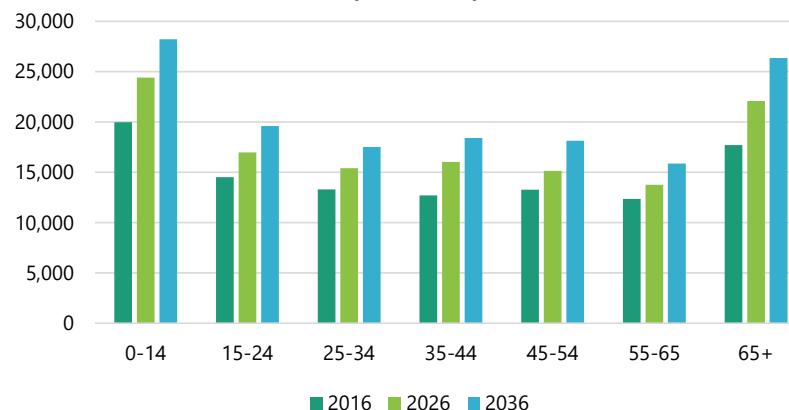
There is no doubt that Ballarat will experience notable population growth over the next 20 years.

**Between 2016 and 2036, the population is expected to grow by approximately 40,000 people**, with an additional 10,000 people added to the population every five years. In 2036, the estimated population is projected to reach 144,108.

Knowledge of how the age structure of the population is changing is essential for planning facilities and services, especially sport and recreation. There are **three key levers which influence population growth**: net migration, births and deaths (natural increase).

Ballarat residents, and the Victorian community at large is ageing. However, there will also be a youthening effect due to the increase of young families with parents who have established careers, and are likely to have young children. Demand for aged care facilities, child care, and schools will continue to increase, and planning considerations will need to ensure these services provide for future population.

**Forecast Population Change in Ballarat By Age (2016-2036)**



	0-14	15-24	25-34	35-44	45-54	55-65	65+	Total
<b>2016</b>	19,970	14,509	13,295	12,705	13,283	12,362	17,703	103,827
<b>2036</b>	28,226	19,587	17,525	18,404	18,144	15,870	26,352	144,108
% growth	41%	35%	32%	45%	37%	28%	49%	39%

# CHANGES AND CHALLENGES



## An Inactive Society

Australia is currently facing a national crisis, where fewer Australians are meeting the recommended levels of physical activity through playing sport and engaging in active recreation.

Inactivity is now the fourth largest cause of chronic conditions (health/illness) in Australia, and we now have some of the highest obesity rates in the world. Fifty-six percent of Australian adults (more than 10 million people) are sedentary or living low-activity lifestyles.

In our community,

- Approximately **1 in 4 Ballarat residents are classified as obese.**
- **Approximately fourteen per cent of Ballarat residents** - or 14,016 people – **do not engage in any physical activity** during the week.
- **55,859** Ballarat residents **aren't sufficiently active.**
- **Only forty-six per cent** (less than half) **of adults in Ballarat participate in physical activity 4 or more days per week.**

All aspects of the current system are currently under duress and a new approach is required. We must challenge the current status quo to bring innovation and new thinking in order to reverse the trend of inactivity across the nation.

The Active Ballarat Strategy is City of Ballarat's plan to address the decline in sport and active recreation participation levels, and to ensure a healthy, active and connected community in the future.

## HEALTH STATUS

Health Indicators	Ballarat	Bendigo	Geelong	Grampians Region	Victoria
<b>Obese</b> >=30g/m2	25.8%	26.6%	16.6%	25.0%	18.8%
<b>Sedentary</b> People reporting no physical activity during the week	2.4%	2.6%	3.4%	2.7%	3.6%
<b>Insufficiently Active</b> <150 mins or <2 sessions/wk	<b>53.8%</b>	52.0%	50.8%	50.9%	50.4%
<b>Sufficiently Active</b> ≥150 mins or ≥2 sessions/wk	<b>39.6%</b>	40.4%	41.2%	41.0%	41.4%

Source: Department of Health and Human Services, Victorian Population Health Survey 2014

# CHANGES AND CHALLENGES



## Understanding Our Activity

It is explicitly proven that involvement in sport and active recreation makes a positive contribution to the health of the community.

- Participation in organised sport in Ballarat peaks for those aged 0-14 years, followed by those aged 15-24 years.
- **However, compared to Country Victoria averages, the participation rates of 0-14 year old's in Ballarat is approximately ten per cent lower.**
- Ballarat has higher sports participation by those in the 35-44 year age bracket when compared to Bendigo and Geelong.
- Participation in organised sport is lowest for people aged 65 years or above.

Out of the top 12 sports by participation, AFL is the most popular sport in Ballarat, with nearly 4,000 registered players. This is followed closely by Basketball (3,817) and Netball (2,095).

While organised sport participation is a key indicator of activity levels within Ballarat, it is also important to consider participation in unstructured sports activities or active recreation. This may explain why swimming and sailing participation rates appear quite low in the adjacent table, as these sports are more recreation based and done for fitness or enjoyment rather than competition.

## RATES OF REGISTERED SPORT PARTICIPANTS – BY REGION

	Ballarat		Bendigo		Geelong		Country Vic		Victoria	
Age	Number	%	Number	%	Number	%	Number	%	Number	%
<b>0-14</b>	8,445	<b>49.3</b>	11,062	<b>58.1</b>	21,120	<b>58.5</b>	150,130	<b>59.9</b>	484,268	<b>51.9</b>
<b>15-24</b>	4,213	28.1	4,180	28.6	8,547	28.8	62,947	34.9	185,265	24.3
<b>25-34</b>	1,966	19.5	1,951	18.3	4,152	19.1	27,332	23.6	83,039	13.3
<b>35-44</b>	1,062	<b>15.0</b>	1,058	<b>14.5</b>	2,958	<b>14.2</b>	18,256	<b>17.0</b>	55,237	<b>9.2</b>
<b>45-54</b>	787	11.2	630	10.4	2,410	11.5	12,746	12.9	44,083	7.4
<b>55-65</b>	666	8.4	568	8.0	2,625	10.2	11,509	10.3	34,636	6.8
<b>65+</b>	1,119	6.3	1,037	5.3	3,736	8.4	19,880	6.6	50,840	5.2
<b>Total</b>	<b>18,258</b>	<b>19.7</b>	<b>20,486</b>	<b>20.4</b>	<b>45,548</b>	<b>21.5</b>	<b>302,800</b>	<b>23.6</b>	<b>937,368</b>	<b>16.9</b>

Source: Sport and Recreation Spatial

## RATES OF REGISTERED SPORT PARTICIPANTS - BALLARAT

	0-14	15-24	25-34	35-44	45-54	55-65	65+	Total
<b>AFL</b>	2,083	1,282	483	72	15	2	0	<b>3,937</b>
<b>Basketball</b>	1,929	1,003	490	290	94	11	0	<b>3,817</b>
<b>Netball</b>	1,042	639	277	95	34	7	1	<b>2,095</b>
<b>Cricket</b>	797	451	298	164	76	17	4	1,807
<b>Soccer</b>	831	364	135	52	21	2	0	1,405
<b>Bowls</b>	13	32	38	74	134	257	729	1,277
<b>Golf</b>	153	66	90	110	165	241	312	1,137
<b>Tennis</b>	350	172	77	155	198	84	51	1,087
<b>Gymnastics</b>	860	14	2	0	1	0	0	877
<b>Hockey</b>	94	100	58	27	14	6	0	299
<b>Sailing</b>	93	51	18	22	33	27	21	265
<b>Swimming</b>	201	39	2	2	4	12	3	263

Source: Sport and Recreation Spatial

# CHANGES AND CHALLENGES



## Understanding Our Activity

While we know many Ballarat residents receive significant benefits from participating in active recreation, **the rates of participation in active recreation are not accurately measured.** This is due to the unstructured nature of active recreation, where it is often undertaken as part of a healthy lifestyle rather than as competition where participant information is collected and monitored.

In order to understand active recreation rates in Ballarat, SBP have provided indicative estimates in the adjacent table. The active recreation participation rates have been calculated by using datasets from Ausplay and Sport and Recreation Spatial to understand organised and non-organised participation in each activity.\*

As shown adjacent, **swimming has the highest rates of active recreation participation**, as well as soccer. These activities require little equipment and lend themselves to unstructured participation. AFL and Basketball both have relatively low rates of recreational participation in comparison to organised sport participation.

A recent independent research study commissioned by Sport and Recreation Victoria found that active recreation is a larger part of Victorians physical activity than organised sport. For Victorians aged 15 years and above, it is estimated that 81% of physical recreation time is spent on active recreation.

SBP has used these benchmarks to estimate the impact of active recreation in Ballarat.

ESTIMATED RATES OF ACTIVE RECREATION – BY ACTIVITY

	0-14	15-24	25-34	35-44	45-54	55-65	65+	Total Active	Total Organised	Total
Walking	49	4,770	3,734	4,993	6,872	7,594	11,220	39,233	N/A	39,233
Fitness/Gym	423	9,647	5,964	4,484	4,116	3,490	5,011	33,135	N/A	33,135
Running/Jogging	1,049	6,383	2,911	2,820	2,208	899	426	16,695	N/A	16,695
Cycling	181	1,722	1,144	1,983	2,440	1,596	1,407	10,473	N/A	10,473
Bush walking	42	980	926	685	879	743	563	4,819	N/A	4,819
Yoga	89	543	806	786	811	630	603	4,268	N/A	4,268
Pilates	15	295	403	392	544	445	558	2,651	N/A	2,651
Swimming	5,951	3,581	1,899	2,091	2,378	1,898	2,011	19,809	263	20,072
Soccer	1,907	3,753	961	612	381	125	44	7,783	1,405	9,188
Tennis	796	1,500	401	419	438	370	550	4,475	4,475	8,950
Golf	-39	207	249	234	465	630	1,347	3,092	1,137	4,229
Netball	264	2,161	229	191	127	33	16	3,022	2,095	5,117
Basketball	-550	2,493	231	170	24	47	7	2,422	3,817	6,239
Cricket	209	927	204	343	245	106	59	2,093	1,807	3,900
AFL	-328	1,297	38	199	215	36	26	1,484	3,937	5,421

ACTIVE RECREATION	Victoria	Ballarat
Estimated total spending on active recreation	\$8.3 billion	\$114.9 million
Number of residents not doing enough physical activity.	2.85 million	55,859
Lifetime avoided healthcare costs from making physically inactive residents active	\$245 million (per person)	\$48,019 (per person)
The annual impact of each additional \$1 that is invested into facilities and infrastructure	-	\$16.20

Source: Sport and Recreation Spatial. Sport Australia - AusPlay 2018, SBP Modelling

\*Note: That these figures are indicative only and have been modelled based on participation data from Ausplay and Sport Spatial.

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## **ACTION PLAN**



# INNOVATION AND TECHNOLOGY



## How do we establish an innovation ecosystem where investment, technology and activity outcomes come together?

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
1.1	Build relationships with external universities and education institutions	Federation University, ACU, Victoria University	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives
1.1.2	Target three institutions - Federation University, ACU, Victoria University	Federation University, ACU, Victoria University	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives
1.2	Explore new business and delivery models including public/private partnership, corporate sponsorship, government, philanthropic and other NFP providers	Private providers, SRV, NFP organisations	2019 Q3	Ongoing	Minimum of 2 new funding partners identified each year
1.2.1	Develop partnerships with our business improvement and IT teams	City of Ballarat	2019 Q3	2019 Q4	Relationship established with agreed partnership objectives
1.2.2	Link in with the Smarter Cities project	City of Ballarat	2019 Q3	TBC	Develop a template outlining relationship objectives. Establish relationship with agreed partnership objectives
1.3	Explore digital technologies to drive community engagement, active participation and education	City of Ballarat	2020 Q1	2020 Q4	Identify a potential technology solution
1.3.1	Build on the work done with OzeBuddy to develop a "one stop shop" for sport and active recreation opportunities	OzeBuddy	2019 Q3	2020 Q2	10% growth in participants per year
1.4	Ensure a diverse range of communication mediums to reach all parts of the community – specifically those with poor access to technology and/or low digital literacy	City of Ballarat	2020 Q1	2020 Q4	Identify metrics for each platform to measure engagement
1.5	Trial a series of innovative programs and games through libraries and other civic spaces to engage the community in physical activity	City of Ballarat	2020 Q1	2020 Q4	Identify 5 new programs and pilot 2
1.6	Where possible, invest in facilities to improve access, safety, comfort and service levels for all of our community	City of Ballarat	2020 Q1	2021 Q4	Identify 5 new opportunities and pilot 2





# MEETING DEMAND

## How do we ensure existing infrastructure and opportunities to be active continue to service the growing population and future demand?

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
2.1	Invest in data and technologies with our partners to inform our future needs and decisions (and work across departments on data collection initiatives to enhance usability)	SSO's, NSO's, Federation University, ACU, Victoria University	2020 Q3	2021 Q3	Implement automated data collection from ground and facility bookings
2.2	Develop and nurture respectful and intercultural relationships with national, state and local sports associations and clubs	SSO's, NSO's, and local clubs	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives
2.3	Continue to forecast demand with appropriate capital investment – with an emphasis on shared and multi-use facilities	City of Ballarat, SRV, State Government	2019 Q3	2020 Q3	Secure recurrent capital funding (minimum \$4.5M annually)
2.4	Develop partnerships with a range of private providers and NFP organisations	Private providers and NFP's	2020 Q1	2020 Q4	Identify 5 potential opportunities and establish 2 relationships with agreed partnership objectives
2.4.1	Expand community use opportunities across the whole municipality to engage inactive residents and community groups, including (but not limited to) dance, calisthenics, gymnastics, martial arts, futsal, yoga, pilates, Zumba, Tai Chi etc.	Local sporting clubs and active recreation groups	2019 Q3	2020 Q4	Identify 5 potential opportunities and establish 2 relationships with agreed partnership objectives
2.4.2	Explore and understand current offers and opportunities to assist in ongoing monitoring and activity metrics	City of Ballarat	2019 Q3	2020 Q4	Identify all engaged activities in Council owned/managed facilities
2.5	Focus investment on multi-purpose and "all age" friendly facilities for organised and unorganised activity (Precincts For All)	City of Ballarat	2020 Q3	2023 Q4	Develop a policy that ensures Universal Design Principles are considered in all planning and design
2.6	Embed whole-of-life costs into planning for active recreation investment and assets	City of Ballarat	2019 Q3	2020 Q3	Lead a collaborative approach (including budget allocation) across all new projects



# BROADER AND MORE INCLUSIVE PARTICIPATION



**How do we integrate physical activity to become a part of the local lifestyle by removing barriers and creating opportunities for all members of the community to be active?**

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
<b>3.1</b>	Continue to invest in the Active Women and Girls Strategy, including participation and active lifestyle opportunities	City of Ballarat	2019 Q3	2021 Q4	Monitor and achieve actions set out in AWGS
3.1.1	Understand current female participation by sport	Federation University, Local sporting clubs and associations	2019 Q3	2020 Q4	Develop targets to increase female participation by sport
3.1.2	Understand current female participation in active recreation programs	Federation University, Local sporting clubs and associations	2019 Q3	2020 Q4	Develop targets to increase female participation for each activity/program
3.1.3	Improve equitable access to facilities	City of Ballarat, local sporting clubs and associations	2019 Q3	2024 Q4	Striving towards having all facilities female-friendly
<b>3.2</b>	Lead and support program delivery with inactive/disengaged/minority/ marginalised segments and groups	City of Ballarat, VicHealth, SRV, local sporting clubs and associations	2019 Q3	2020 Q3	Identify 5 potential groups and establish 2 relationships with agreed partnership objectives
3.2.1	Collaborate internally to maximise opportunities for activity conducted at off-peak times at Council facilities	City of Ballarat	2019 Q3	2020 Q3	Document current activities and identify gaps and opportunities
<b>3.3</b>	Explore capabilities of IMS Reserve Manager	City of Ballarat	2019 Q3	2020 Q1	Identify future capacity of system
3.3.1	Develop a strategically aligned community sport and recreation event calendar that showcases opportunities for all residents to be active	City of Ballarat, Visit Ballarat	2020 Q1	2021 Q1	Launch new calendar
<b>3.4</b>	Build and expand on our recent program support work for structured and unstructured physical activities	City of Ballarat, local sporting clubs and associations	2020 Q1	2021 Q1	Document current activities and identify gaps and opportunities
<b>3.5</b>	Investigate a series of 5-6 (notional) opportunities for increased incidental City of Ballarat staff activity	City of Ballarat	2019 Q3	2019 Q4	Implement 2 new internal activity initiatives



## ADDITIONAL FOCUS ON ACTIVE RECREATION



### How do we better understand active recreation participation, and enhance support of unstructured physical activity?

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
4.1	Invest in data and technologies with our partners to better understand informal physical activity and active recreation participation	City of Ballarat, Federation University, ACU, Victoria University	2019 Q3	2025 Q4	Implement automated data collection and understand unstructured activity participation to inform Council investment/programming/operations
4.2	Increase investment in our iconic community recreation and sporting assets to leverage opportunities for community engagement	City of Ballarat	2019 Q3	2025 Q1	Identify 3 key iconic venues for additional investment
4.2.1	Increase investment in our public open spaces to leverage opportunities for community engagement	City of Ballarat	2019 Q3	2025 Q1	Identify 3-5 precincts across the city
4.3	Identify opportunities/events for active and passive recreation in civic spaces and the CBD	City of Ballarat	2020 Q1	2024 Q4	Identify 3-5 events across the city and implement 1 per year
4.4	Identify asset investment requirements to improve linkages, accessibility, safety and engagement with community spaces	City of Ballarat	2019 Q3	2025 Q1	Delivery of identified projects from 4.2 and 4.2.1
4.5	Create a movement, through a brand and communications strategy to enhance the profile of active recreation amongst the community	City of Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councillors, ELT, external media and SRV
4.5.1	Increase awareness and understanding of the importance of being physically active and why investment is required in unstructured recreation	City of Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councillors, ELT, external media and SRV
4.6	Partner with private providers to expand program and community reach	City of Ballarat, private providers	2021 Q1	2021 Q4	Activating the partnerships established in Pillar 2 2.4
4.7	Maximise existing open spaces and facilities for multi-use/multipurpose	City of Ballarat	2019 Q3	2025 Q1	Identify a minimum of four spaces/places that may be opened for multiple uses



# BUILD SYSTEM RESILIENCE AND CAPACITY



**What support can we provide to upskill and mobilise the club network to increase and broaden club sport engagement?**

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
5.1	Work and partner with VicSport, Sports Central and SSO's to grow volunteer sustainability	VicSport, Sports Central, SSO's	2021 Q1	2021 Q4	Increased awareness of existing volunteer resources and opportunities
5.1.1	Influence our traditional sport partners to increase accessibility to facilities	Local sporting clubs and associations	2020 Q1	Ongoing	Increase in number of community groups that use sports facilities
5.2	Provide more practical support for clubs and volunteers and link clubs with our partners to access resources and 'off the shelf' solutions	SRV, VicSport, Sports Central, SSO's	2021 Q1	2021 Q4	Develop a Fact Sheet/FAQ page that directs clubs to the best resources and support
5.3	Develop a diversity charter to ensure that clubs are addressing gender and diversity in their operations	City of Ballarat	2020 Q3	2021 Q3	Develop a Diversity Charter



## CONNECT INVESTMENT IN EVENTS, HIGH PERFORMANCE AND TOURISM



**Where are there opportunities to attract major and regionally significant events that support participation pathways, tourism, and benefit the local community?**

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
6.1	Develop a national and state sport and events program across all ages and demographics	City of Ballarat	2020 Q1	2021 Q1	Increase the number of national/state events by 1 per year
6.2	Partner with Visit Ballarat to leverage opportunities for local tourism bodies	Visit Ballarat	2020 Q1	2021 Q1	Quantify the economic impact of new national/state events
6.3	Ensure any stadia/infrastructure built for state/national events leave a lasting legacy, and becomes a highly active community asset	SRV, VicSport, Sports Central, SSO's	2019 Q3	Ongoing	Identify and build one new National/State level facility
6.3.1	Understand and measure how major sporting events transition into participation outcomes for the whole community	City of Ballarat	2020 Q1	Ongoing	Measure the participation growth of sports which host national events
6.3.2	Promote grassroots participation opportunities at major events	Local sporting clubs and associations	2020 Q1	Ongoing	At least one grassroots participation activity at each event
6.4	Influence clubs to develop grassroots and community sport	Local sporting clubs and associations	2020 Q1	Ongoing	Develop criteria for all sporting clubs which includes requirement for junior teams and programs
6.5	Investigate opportunities for Ballarat to be recognised as a destination for training centres, camps, coach education and leadership, in conjunction with our venues and educational institutions	Visit Ballarat, SSOs, NSOs	2021 Q2	2023 Q2	Increase number of local elite training camps by 1 each year
6.6	Link our events, tourism, investment and infrastructure to inspire our residents to be more active	Visit Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councillors, ELT, external media and SRV



# WORKING TOGETHER FOR SHARED OUTCOMES



**A collaborative approach to enhancing activity outcomes, in partnership with the community, state and national sport organisations, all levels of government, corporate organisations, NFP’s and private providers**

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
7.1	Develop a functional working group across Council to assist with Implementation	City of Ballarat	2019 Q3	2019 Q4	Working groups established
7.2	Establish a regular reporting process for the working groups to monitor progress	City of Ballarat	2019 Q3	Ongoing	Regular reporting processes developed and implemented
7.3	Work with our partners to establish relationships and deliver agreed partnership objectives	SRV, VicSport, Sports Central, VicHealth, SSO's, Local sporting clubs and associations, Federation University, ACU, Victoria University, Private providers and NFP's, Visit Ballarat	2020 Q3	Ongoing	Relationships established and agreed partnership objectives delivered

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## **APPENDIX I: STAKEHOLDER CONSULTATION FINDINGS**

**BALLARAT – THE PLACE TO LIVE, WORK AND GROW!**



# BALLARAT – THE PLACE TO LIVE, WORK & GROW



<p><b>The best of the city and country</b></p>	<ul style="list-style-type: none"> <li>• Ballarat offers the best of both/many worlds</li> <li>• A wonderful blend of city/country lifestyle with easy access and reach of Melbourne</li> <li>• A fulfilling lifestyle is on offer that allows a wide breadth of lifestyle options in the surrounds of a country environment</li> </ul>
<p><b>Sport at my fingertips</b></p>	<ul style="list-style-type: none"> <li>• The summation would be that Ballarat has plenty of good/great facilities</li> <li>• And is well known for AFL, cricket, basketball, soccer/football, netball and now cycling – plus many, many others</li> </ul>
<p><b>Recreation/Active opportunities not far away</b></p>	<ul style="list-style-type: none"> <li>• With changes in community needs and expectations, Ballarat is emerging as a great place to engage with a wide range of community activities</li> <li>• Walking, jogging, cycling, Lake Wendouree, Victoria Park and the Botanic Gardens</li> </ul>
<p><b>The Arts/Musical Lifestyle</b></p>	<ul style="list-style-type: none"> <li>• Emerging as a key part of the active lifestyle puzzle for Ballarat – and has been a focus for the Committee of Ballarat</li> <li>• Residents don't always have to travel to Melbourne to see/feel/touch great art, artists, music or shows</li> </ul>
<p><b>An emerging event schedule</b></p>	<ul style="list-style-type: none"> <li>• Cycling, AFL and National scale events – including basketball, running and tennis – all</li> <li>• Music, arts, theatre, food and wine</li> <li>• Its now about Begonia and beyond – and expanding the footprint and tourism and economic impact</li> </ul>
<p><b>A changing/evolving city – ready to take centre stage</b></p>	<ul style="list-style-type: none"> <li>• Underneath it all, Ballarat residents are extremely proud of their hometown</li> <li>• They recognise it is growing, and generally accept that there are some pains but ...“I can do what I want, when I want, in a great place to live”</li> </ul>

## VERBATIMS



*"Ballarat is very livable, an easy place to get around. The facilities and access are great, we are well serviced. We have a University at our door step, great private and secondary schools. Health services and a great hospital."*

*"It's a great place to live, its progressive and we have ongoing investment by state and local government. We are in the frame for priority growth, we have affordable housing – and connection is improving. We as a city, have a social conscience – and ultimately we want to provide for all demographics, areas and people."*

*"Our economic footprint is growing... we are attracting events to boost the economy from the under 14's basketball to the state football/AFL events. Our events impact positively on regional tourism opportunities. The biggest changes have been in basketball, Mars Stadium, soccer, netball – and now we are focusing on the community level."*

*"It always wants to be a little Melbourne – from sporting capacity and infrastructure, winning and being successful – we have a great reputation as a sporting hub and place. It's a great family lifestyle – it's very safe – its got a country feel but everything is at your fingertips. We have quality schooling, health services and universities here – and we are not in the race of Melbourne. It's a slower lifestyle than the big cities but everything is within reach – even Melbourne!"*

*"We get the four season here... the gateway to Western Victoria and Melbourne, great schools, great infrastructure and facilities – lots of young families. Ballarat has a great size and feel.... And so close to the Grampians, the coast and Melbourne. You can go to federation University or ACA – and there is a great TAFE structure here – its really a one-stop-shop."*

## VERBATIMS



*"We have the lake as a destination for casual and recreation enjoyment – free community music, food, wine – it's a social hub. There have been great enhancements around rowing, fishing and we are now maximizing running and walking use. The Winter in July is fantastic – its about getting out of the house – White Night is a big win. If we have a gap its about the linkage to the University (Fed)."*

*"We have many Olympians in the city – over 30. We have the Olympic history, the culture of sport is embedded in the city – is in ingrained in the city. The high school has 6 Olympians – we have 23 National running champions and 97 medalists nationally."*

*"Its about the people, community – the big yet small enough to provide access to the city and smaller, country places. It has a community feel but small enough to connect easily with sport, recreation, education, health, business, entrepreneurship, farmers – and be self contained – and yet not be far from the city (Melbourne) and the beaches. We have plenty of green space, parks, grounds all mixed in with heritage. It is all right there with better connection and integration."*

*"Ballarat is so close to Melbourne – and you get there if you need to. It's the best of the city and country. It has some conservative undertones in some pockets – but local sport and activity is so diverse. It has local rivalry, near where you live, blue collar, white collar, tree changers. We want to be prosperous and be a leader in Victoria/Australia – and be proud of our city and work"*

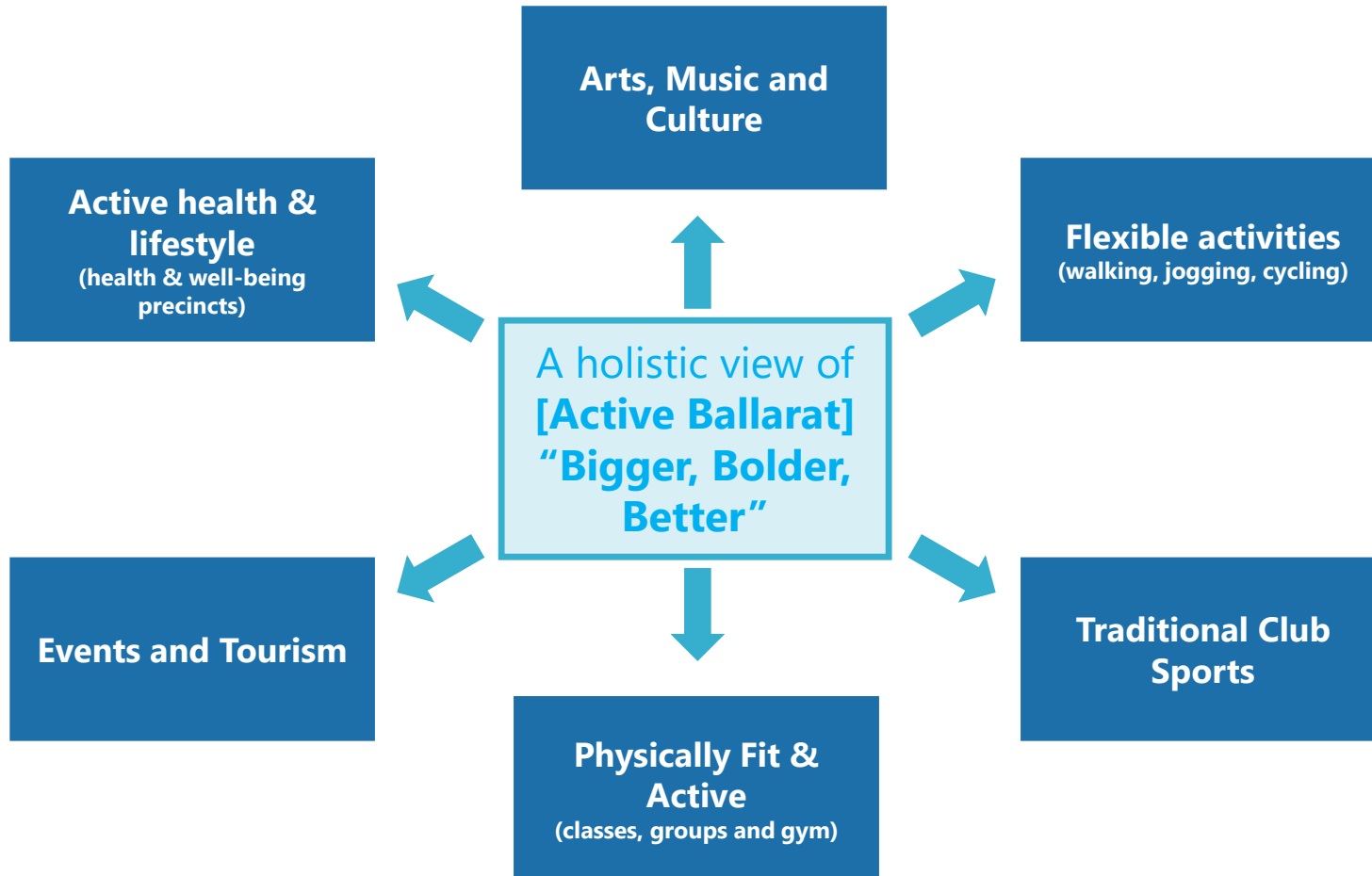
## **ADDITIONAL OBSERVATIONS**

# ADDITIONAL OBSERVATIONS



<p><b>Facilities and upgrades</b></p>	<ul style="list-style-type: none"> <li>• No shortage of demand for/from sports bodies and organisations – and the 10-15 year planning horizon will only benefit the community</li> <li>• There is some recognition that the range of upgrades and improvements are on track, but there is a long way to go to complete the full suite - particularly around female friendly changerooms as well as oval and path safety lighting upgrades</li> </ul>
<p><b>A series of assets/precincts ready to be maximised for their potential</b></p>	<ul style="list-style-type: none"> <li>• Lake Wendouree – the heart and soul of activity, the heart beat of the city, where champions are celebrated – with The Botanical Gardens and Victoria Park, all nearby</li> <li>• The cycling heritage that is being built and infrastructure being improved to support the active recreation movement</li> <li>• The investment in AFL, aquatics, basketball, hockey and soccer – with netball and athletics in the background – now it all needs to be elevated and brought together</li> </ul>
<p>Despite the weather in winter, you can do any activity you want</p>	<ul style="list-style-type: none"> <li>• While residents will sometimes talk about the cold weather, it is seen as a matter of fact – but it is not something that should stop activity</li> <li>• The challenge will be to turn certain areas of the city and region into all weather precincts – through greater long term investment in indoor facilities</li> </ul>
<p><b>High Performance – the retail shop front and positioned well for the west of the state</b></p>	<ul style="list-style-type: none"> <li>• Relationships created with well-known sport partners and visible investment in AFL, basketball, soccer and cricket</li> <li>• The city must continue to elevate and reposition itself as a Regional Hub/Centre of Excellence</li> <li>• While some will question the investment, regional Victoria needs improved access to performance and development pathways – including athletes, coaches and administrators</li> <li>• The city is in a good/great position to become the regional west hub for high performance sport</li> </ul>
<p><b>The growth areas of Ballarat</b></p>	<ul style="list-style-type: none"> <li>• Some will say that there is underinvestment in the growth corridors</li> <li>• And will need to form a detailed review and position through this project</li> </ul>

# ADDITIONAL OBSERVATIONS



**THE CITY OF BALLARAT – ITS TIME TO ELEVATE!  
BIGGER, BOLDER, BETTER**

# CITY OF BALLARAT – ITS TIME TO ELEVATE



## Ballarat – Taking the lead

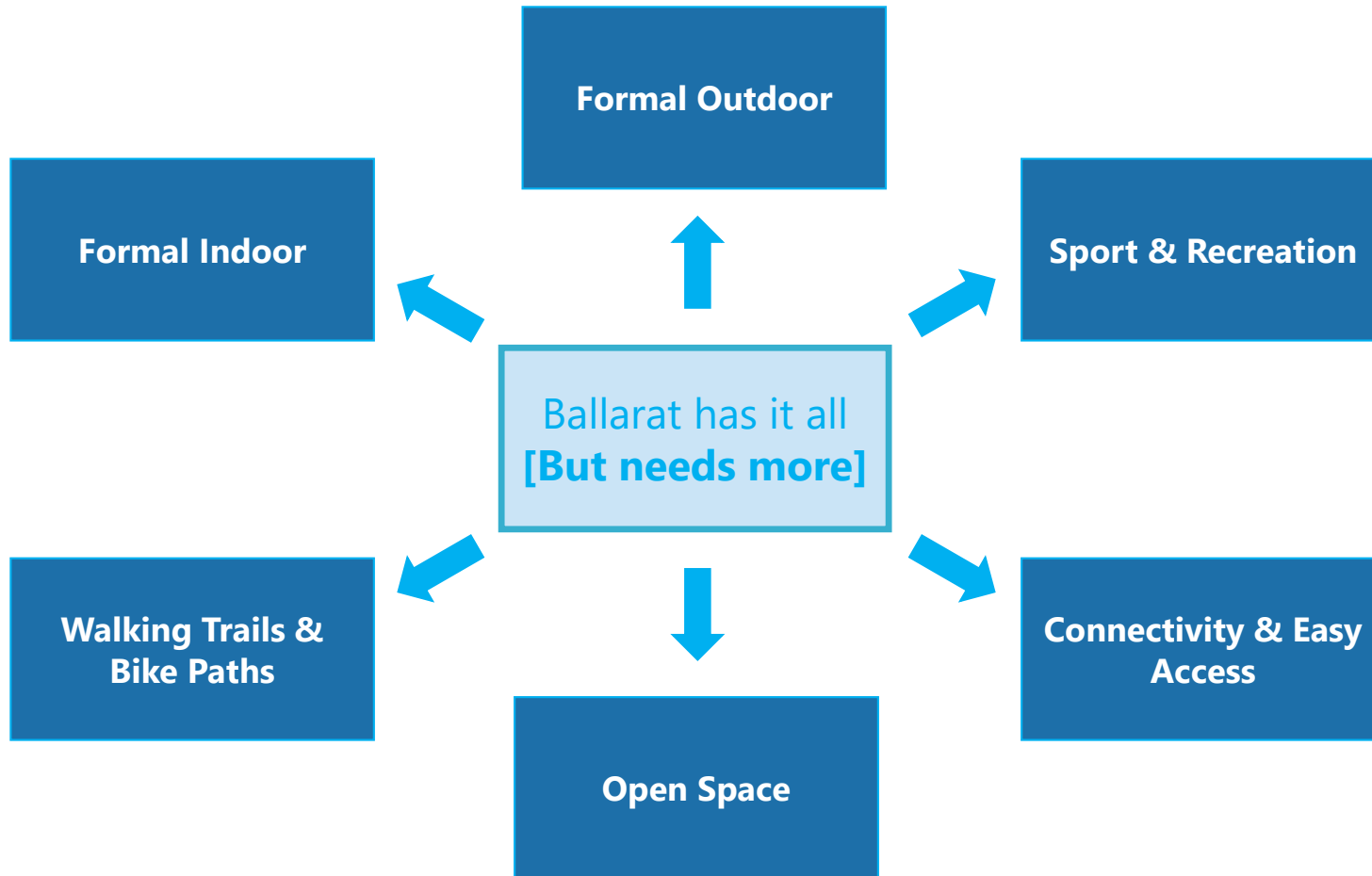
- Almost everyone we spoke to highlights the great lifestyle that Ballarat provides
- The town/city is ready - and now mature enough to take a leading position and place in Victoria - and Australia
- Many want to build on the growth, maturity and hard work completed in the city over the past 3-4 years

## Innovation and flexibility

- There is a great role for Ballarat to play in the taking the current and future of sport, recreation and active lifestyle of the City to a new level
- Some mention flexible, unique, enjoyable spaces, others gravitate towards events and high performance
- The challenge will be for Ballarat to be great at many things and become the most "liveable city in Australia"



# ADDITIONAL OBSERVATIONS

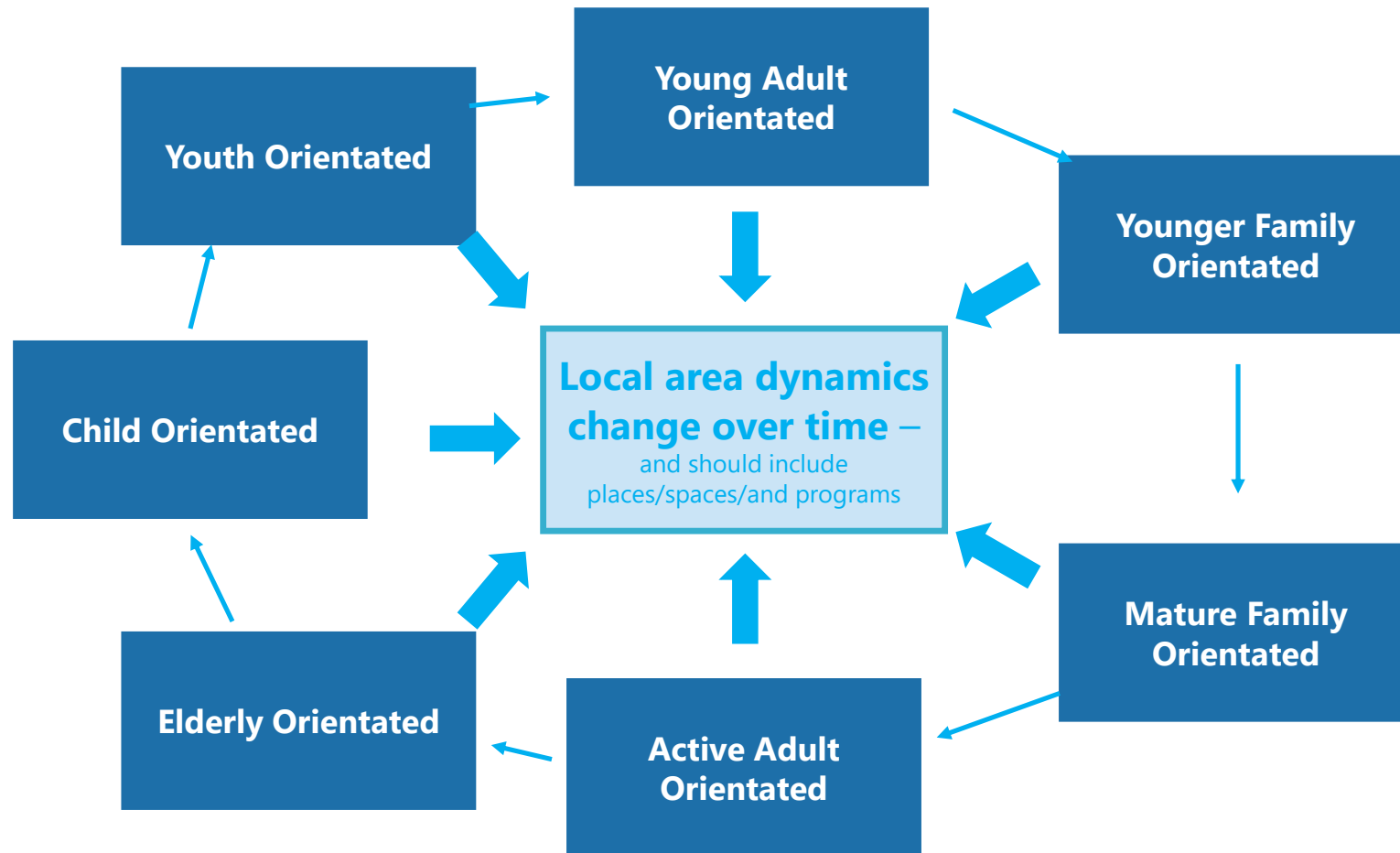


# SOME OF THE MISSING PIECES



<p><b>Transport and connectivity</b></p>	<ul style="list-style-type: none"> <li>• While this issue is the subject of other projects and plans, it is the piece that will unlock Ballarat’s step-change improvement in overall health and well-being</li> <li>• Being 20 minutes... and no more</li> <li>• Greater, easier access to healthy activity</li> <li>• More and easier to find open public/multi-use sites - and more active meeting places</li> </ul>
<p><b>The Schools – an untapped resource</b></p>	<ul style="list-style-type: none"> <li>• We recognise that the State and Federal government are working on solutions of opening up schools for sport and active living</li> <li>• While it may be difficult to unlock the school access and environment through this project – it will unlock additional value to an ‘active’ life.</li> <li>• We believe that Ballarat can build on meaningful <u>connections</u> with some of the schools in the region, to open up and increase user activity, which will have a positive impact on the health of the city. There are some hurdles to overcome though!</li> </ul>
<p><b>Unlocking Victoria Park – for the people and our lungs</b></p>	<ul style="list-style-type: none"> <li>• The consensus is that this is a great – yet undervalued, under utilised and under appreciated space and place to be</li> <li>• While there is an additional piece of work around its own master plan, our view would be to accelerate this – and increase its potential status to an icon in the city</li> </ul>
<p><b>The changing needs and requirements of the community</b></p>	<ul style="list-style-type: none"> <li>• There is no doubt community needs and demands are changing – and expectations across a range of services and provisions are rising</li> <li>• Aligned with this is the need to maximise usage and accessibility of spaces – and increasing ‘multi-use’ capacity</li> <li>• Interactions between people and space is a dynamic mix – and Ballarat will need to think about the future requirements based on a 5-10-20 year horizon. As population changes, so to will active spaces and places</li> <li>• What works today, may not work in (say) five years time – it is very dynamic and interactive</li> </ul>

# ACCESSIBLE AND ATTRACTIVE SPACES



**A FUTURE VISION FOR BALLARAT – THE POSSIBILITIES ARE  
ENDLESS**

## VERBATIMS



*"We should want to be seen as leading the country and Australia! We should be having and producing high quality experiences. Any community sport is played in high quality surrounds. Accessibility and equality must be at the forefront – providing experiences for all – regardless of age, gender or culture."*

*"A sporting and active living mecca... showcasing our great active, livable city."*

*"Our strategy must be endless – meaning it stretches us. Inclusive, innovative, delivering quality and well planned. Looking ahead it must deliver health outcomes."*

*"We must capture our great open spaces and make sure we don't lose any future spaces to developers. Being innovative in our thinking... influencing clubs to change, elevate and improve – to think about their models. Co-location, sharing of facilities and challenging the status quo of what is being delivered. Improving culture and environment in Ballarat. Sport and recreation for all – open and inclusive to everyone."*

*"We need to be working with Council to elevate facilities to do more – continued infrastructure upgrades, a better sharing network, an improved communication network – shared forums and stories. Have strong long term partnerships."*

*"We have an opportunity to become the event capital of regional Australia."*

## VERBATIMS



*"At this point in time, while there are many new people in at Council, there can be a sense that there is not yet a strong sense of where council is heading... facility funding priorities? We have no clear understanding of priorities, of where and when... they need to take us with them."*

*"We have a sense of history – but we have to be competitive to Melbourne, Bendigo, Geelong, Latrobe Valley, the Murray. We want bolder decisions and a clear sense of vision – connected to our heritage, history – and our new stories."*

*"In 20 years... we must start everyone young... pre and in primary schools. We must invest in primary school age children. We also must start getting excited about sport and active recreation. We must invest in role models and ambassadors – who meet up with year 9's... we must invest in active schools and PE... teach everyone to move."*

*"We need to have greater contact with Council and the sector – even quarterly forums with key parties and stakeholders. We need to be connected to the education sector... we also need grand event moments and a commitment to invest and embrace new/newer sports – such as rock climbing, BMX, skateboarding and esports. We could bring certain national HP and development centres here. The strategy must link to HP – but have contemporary support and connections to new sports on the up, and old sports still in demand."*

*"We need an integrated plan for the whole city – from passive walking to elite sport – The use of Eastern Oval – Mars Stadium, City Oval. Soccer must be maximized, building venues and club sustainability around new models. We also need great leaders... building cohesive alliances, and engaging with the community."*

## **BALLARAT – THE HEADLINE GAPS AND POTENTIAL PRIORITIES**

# BALLARAT – THE HEADLINE GAPS AND POTENTIAL OPPORTUNITIES



- ***Being truly innovative***
  - Some challenges and mindset changes required here...
  - Moving from organised and social to being fully active
  - Innovation must be the center of any strategy – being ahead of the game – where outcomes are aligned, sustainable and help our great city prosper and grow
- ***Linkage of the city and surrounds***
  - Definitely on the radar and a key part of the future strategy
  - Walking, riding, bike lanes, bus services – all linked across a wonderful maze called Ballarat
  - Embracing and enhancing the Yarrowee River trail
- ***Accommodation***
  - The lack of availability and improving 4/5 star accommodation
- ***Volunteers***
  - A national issue – and one that needs a local solution
  - A volunteer hub, local investment, a local focus... build a volunteer movement
- ***Linking with schools***
  - Many interviewed highlighted this and the potential impact of having greater access to Ballarat. School facilities would be a wonderful piece to the puzzle...



# BALLARAT – THE HEADLINE GAPS AND POTENTIAL OPPORTUNITIES



- **Tourism/Events**

- While the city is becoming well-known as a destination for major events, the longer term piece/strategy needs to ensure there is great alignment between an Active Ballarat and its event and tourism strategy – and impact

- **Unlocking and elevating cycling and athletics heritage and potential**

- While the high performance strategy is part of another project brief, there is a great opportunity for the city to link in access and usability around cycling and athletics... becoming a regional hub for these two sports – among football, netball, hockey and soccer

- **Long-term sustainability of venues, clubs and facilities**

- While technically outside the scope from project, ensuring facilities meet criteria and usage dynamics/metrics will only add to the sustainability equation... and enhance accessibility for all

- **Growing awareness of indoor space**

- While there are moves with the upgrade of the Ballarat Indoor Basketball Stadium, the climate lends itself to being also an indoor destination – and that could be inclusive of swimming, bowls, futsal, basketball, netball and tennis

- **Targeting other national profile events**

- Sense of the ideas include the Special Olympics, the University Games, a Ballarat Marathon, Tough Mudder, elevating tennis events, basketball and netball – the opportunity is there
- Becoming the event capital of regional Australia

# BRINGING IT ALL TOGETHER



## THE PRIORITIES

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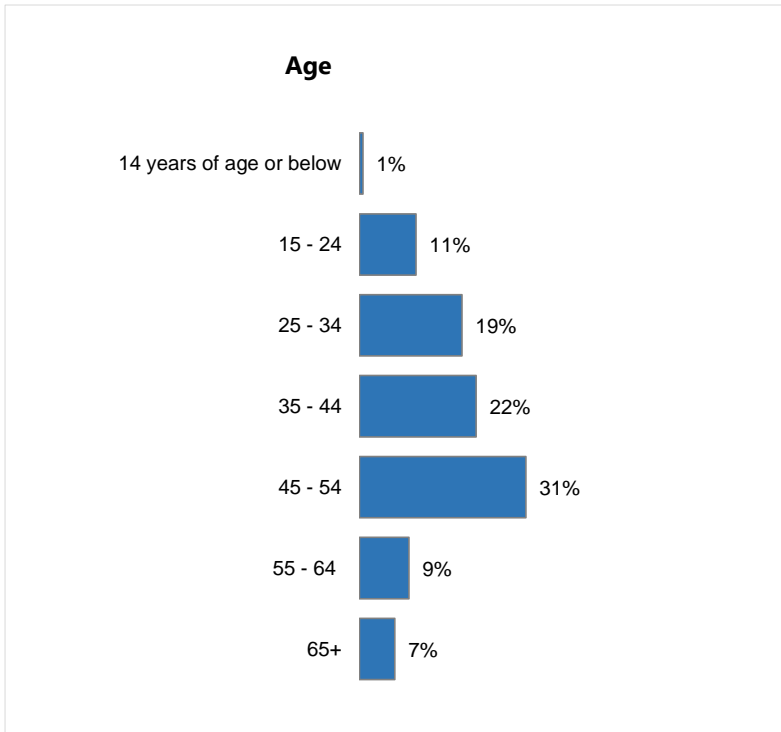


### ***Some of the future areas of focus include...***

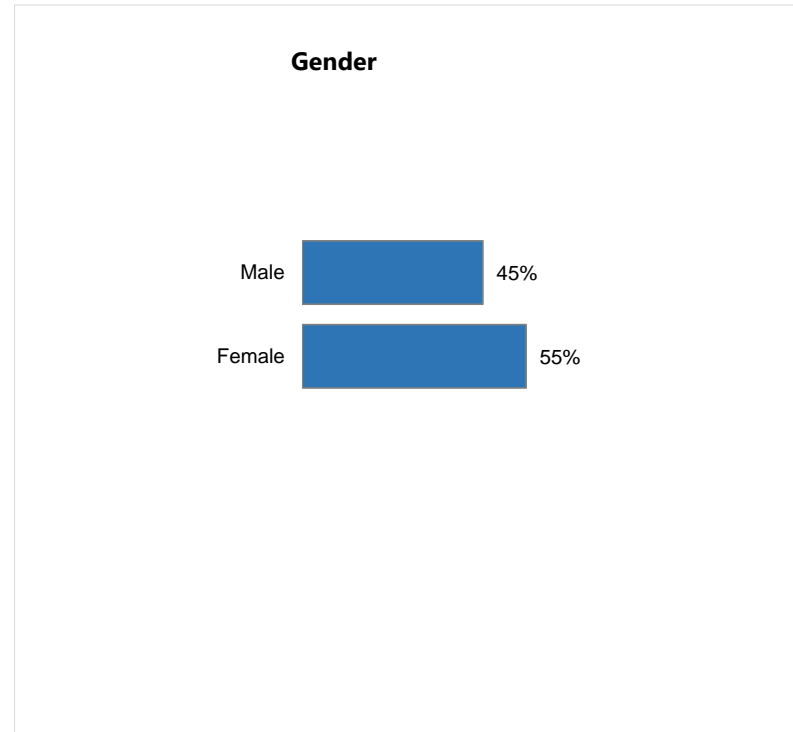
- A strategy that is **inclusive** and **accessible** for all of Ballarat
- It includes an **innovative** approach, model or study
- Ideally **aligns** Federation University, Schools, Victoria Park, Lake Wendouree, Yarrowee River Trail, the Botanic Gardens...
- Reinforces that Ballarat is a great place to live... and advances our **livability, activity** and **prosperous health**
- Elevates **Victoria Park** and the Showgrounds and turns these into **icons of Ballarat**...
  - Multi-sport precincts with cafes and restaurants, soccer, cricket, equestrian, hockey, tennis.... The opportunities are endless

## **COMMUNITY SURVEY FINDINGS**

# RESPONDENT PROFILE

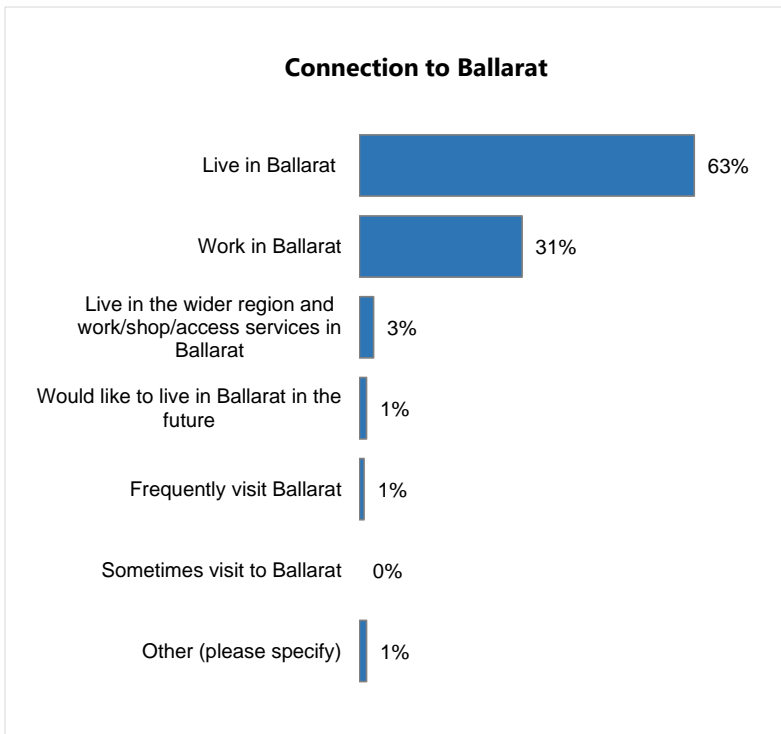


Q. What is your age?

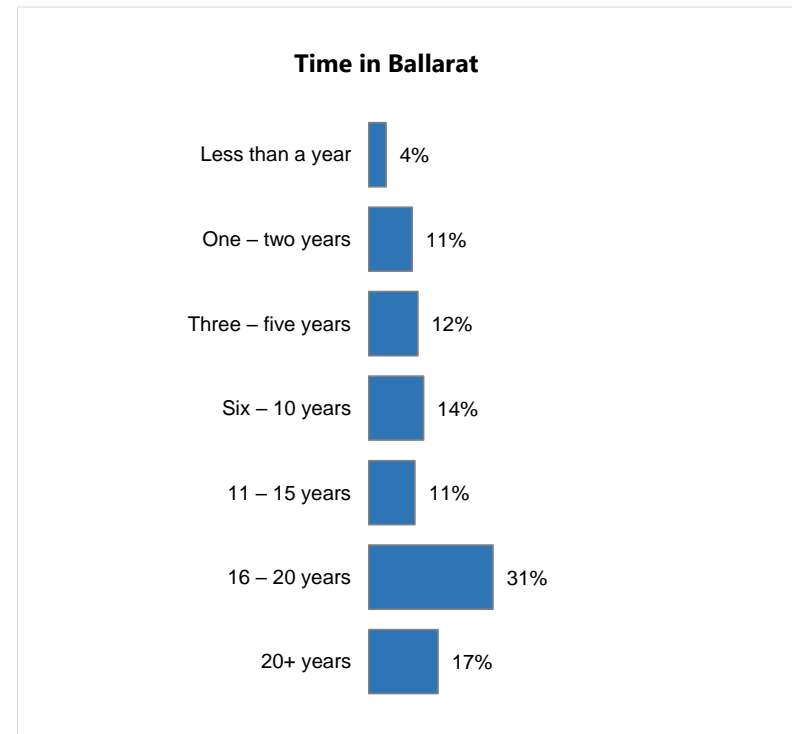


Q. What is your gender?

# CONNECTION TO BALLARAT



Q. Which of the following best describes your connection to Ballarat? (Please select all that apply)?

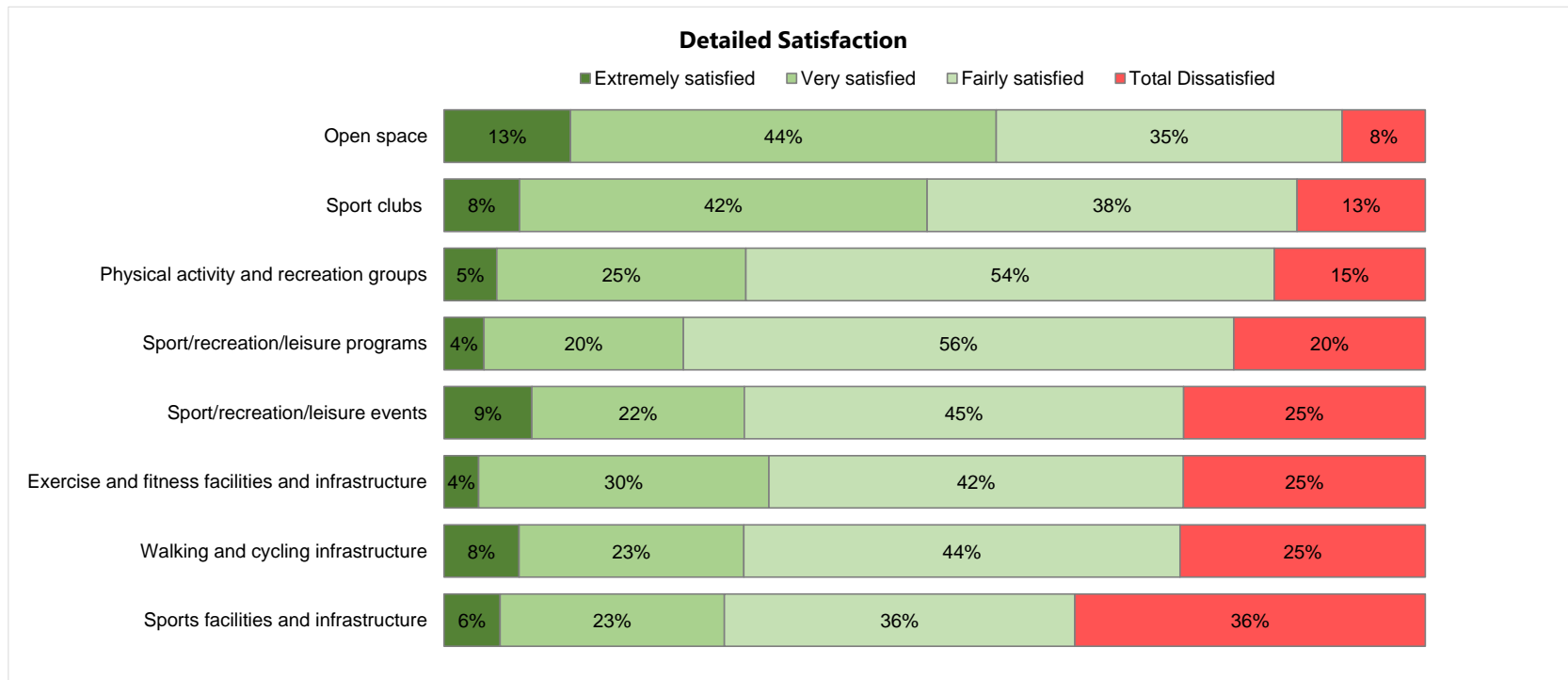


Q. For how many years have you lived in Ballarat?

# ACCESS TO SPORT AND RECREATION



92% of respondents are satisfied with open space, 87% are satisfied with sport clubs and 85% were satisfied with physical activity and recreation groups. Conversely, 36% of respondents were dissatisfied with sports facilities and infrastructure.



Q. How satisfied are you with the City of Ballarat in 2018, in terms of meeting your needs and expectations regarding access to the following...?

# SPORT & RECREATION ACTIVITIES



17%  
Walking



10%  
Swimming



10%  
Fitness/Gym



10%  
Bush walking



9%  
Cycling



9%  
Athletics (including jogging)



7%  
Hockey



5%  
Yoga/Pilates



3%  
Golf



2%  
AFL



2%  
Tennis



2%  
Cricket



2%  
Soccer



2%  
Dancing



1%  
Basketball

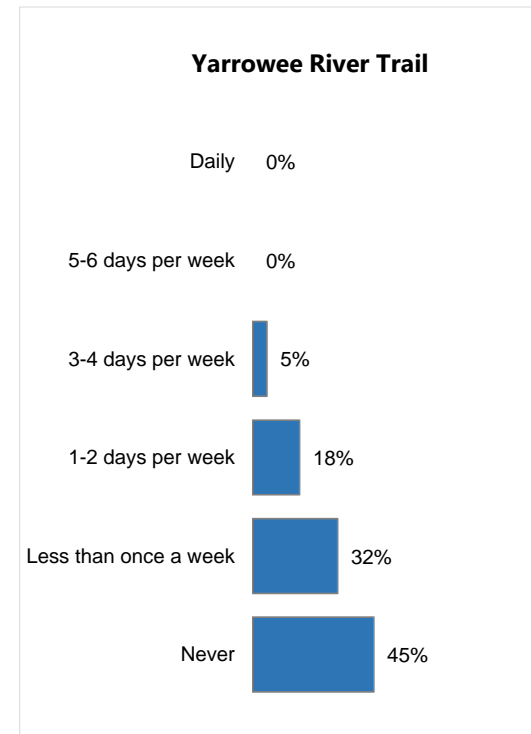
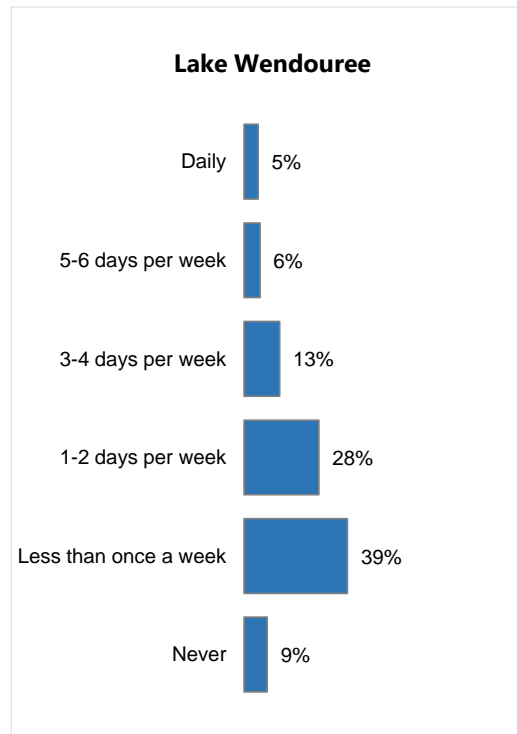
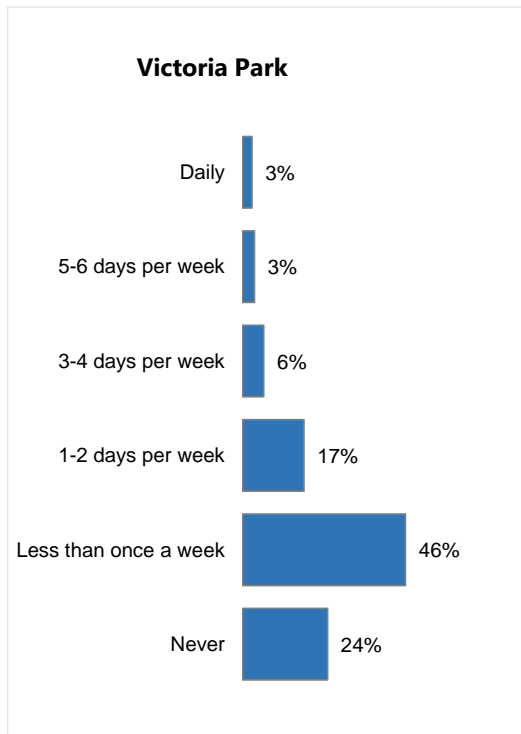
Q. In the last 12 months, which of the following sport, leisure and recreation activities have you engaged in? (please select all that apply)



# SPORT AND RECREATION FACILITIES/ ENVIRONMENTS



29% of respondents visit Victoria Park on one or more days per week, 52% use Lake Wendouree on one or more days per week and 23% use the Yarrowee River Trail on one or more days per week.

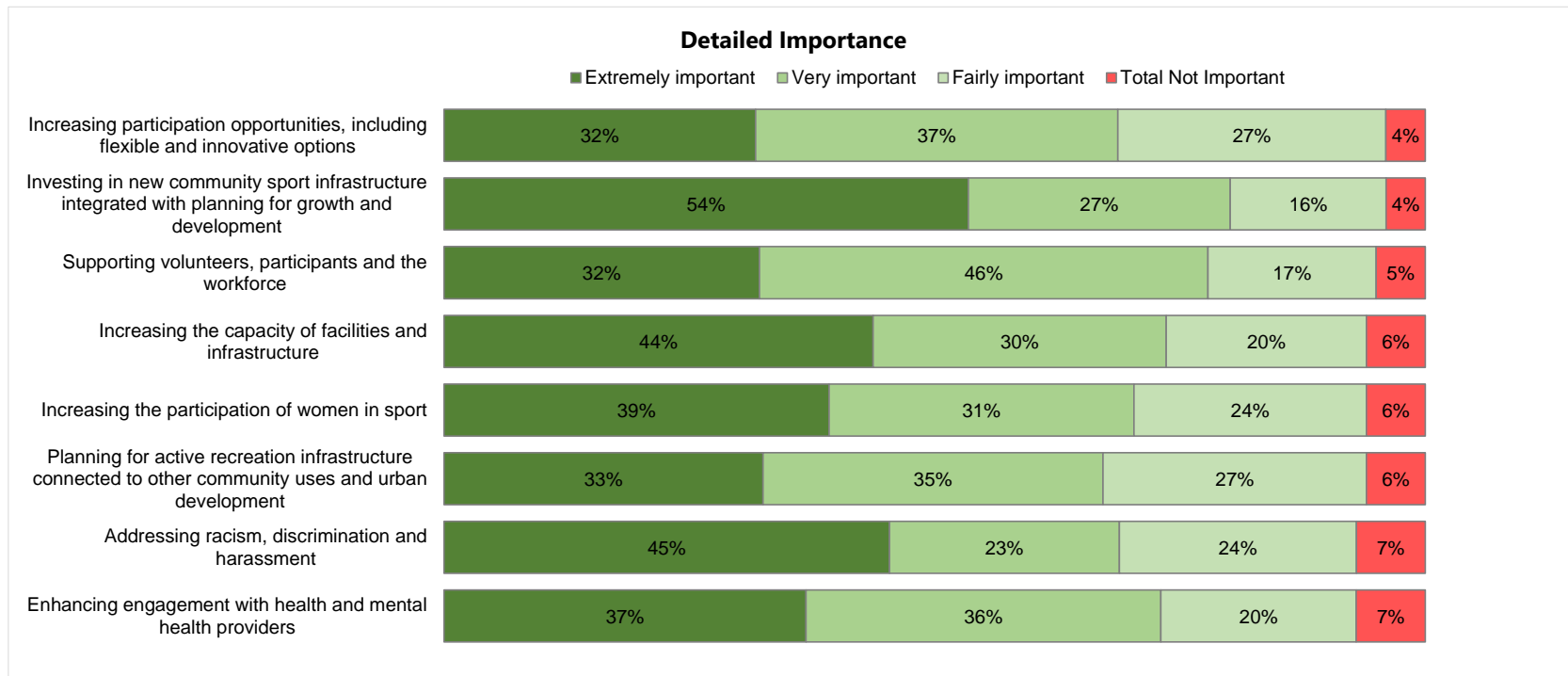


Q. How often do you use the following sport, leisure and recreation facilities/environments?

# IMPORTANCE (1/2)



The top three most important priorities ranked by respondents are: Increasing participation opportunities (96% total importance), including flexible and innovative options (96% total importance), supporting volunteers, participants and the workforce (95% total importance).

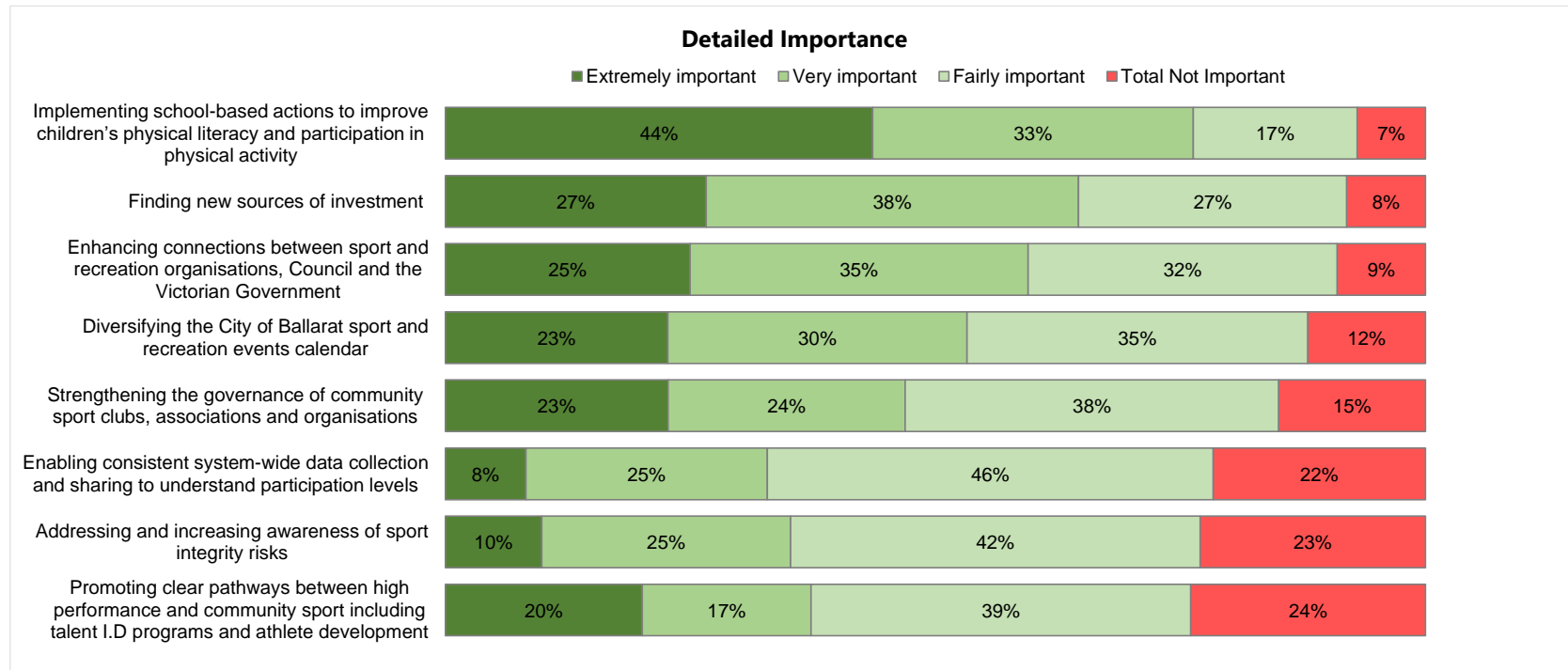


Q. The following are some potential priorities for the Active Ballarat Strategy that support the strategic directions above. Please tell us how important each of the following are to enhancing participation in sport and active recreation in Ballarat.

# IMPORTANCE (2/2)



Conversely, promoting clear pathways between high performance and community sport including talent I.D programs and athlete development, addressing and increasing awareness of sport integrity risks and enabling consistent system-wide data collection and sharing to understand participation levels are seen as less important priorities by the local community.



Q. The following are some potential priorities for the Active Ballarat Strategy that support the strategic directions above. Please tell us how important each of the following are to enhancing participation in sport and active recreation in Ballarat.

## PREVIOUS STRATEGY - DONE WELL



### Open-ended responses

#### Accessibility and Inclusion

- “Promoting accessibility and inclusion and the improvement of playing surfaces at some of Ballarat’s sporting venues. Others have not been managed very well at all. For instance Russell Square needs lots of work on the main building and playing surfaces, but it only received superficial attention. That is not good enough!”
- “Promotion of accessibility and inclusion to sporting and social events in Ballarat.”

#### Planning for Growth

- “Planning for growth with the release of land for new housing in many areas around Ballarat.”
- “Understanding of Ballarat West growth and allocation of space for recreation.”

#### Facility and infrastructure Investment

- “A structured and well considered investment in sport and recreation facilities, providing more places for people of all ages to play and participate in a range of sport and recreation activities.”
- “A step-up in funding and maintaining existing facilities.”
- “The completion of Mars Stadium to AFL standards, the Aquatic Centre improvements. Russell Square and the new Basketball stadium, the major sporting codes have been well catered for.”

#### Promotion of a healthy lifestyle

- “Promoting health and well being across all sports.”
- “CoB have created some great collateral around healthy lifestyles - walking tracks brochures.”

## STRENGTHS



### Open-ended responses

#### Variety of sports and activities on offer

- “Many sports are available including non mainstream sports”
- “Lots of variety of sports for kids.”
- “Many sports are available including non mainstream sports”

#### Provision of Public and Community Infrastructure (Parks, Trails and Open Space)

- “Number of parks and grassy spaces”
- “Walking trails and nature reserves including the lake.”
- “Ballarat Aquatic and Leisure centre. The number of sporting arenas. The many different walking tracks. Open spaces for family activities. Special places for dogs and their owners. Safe children's play areas and equipment.

#### Access to Melbourne

- “Easily accessible, many parks and playgrounds, well located geographically to connect with other sporting communities in Western Victoria and Melbourne”

#### Variety of sports and recreation activities on offer

- “There are lots of sporting facilities available to the public.”

#### Public recreation places, parks and open space

- “There are some excellent centrally located facilities and some wonderful parklands and nature reserves which are well serviced with

pathways for pedestrians and cyclists.”

- “Plenty of open green space, strong local competitions, close to Melbourne for high level competition, plenty of variety in local sports.”
- “Parks and gardens, especially Victoria Park and Lake Wendouree provide excellent opportunities for passive recreation.”
- “Great playgrounds for young children.”
- “Good open access to parkland areas.”
- “Many interesting walking tracks around the City.”

#### Major sporting codes are well-catered for

- “AFL in Ballarat - quality grounds and support for women and girls.”
- “Good swimming facilities, including outdoor pool.”
- “Most popular active sports are well catered for.”

“There’s world-class sport and recreation facilities in Ballarat but people don’t know they’re here. I don’t think Mars gets used to its full potential.”

## WEAKNESSES



### Open-ended responses

#### Cycling Infrastructure and Public Transport

- “As the Council is promoting the 5min city approach we need to build the capacity of the community in cycling. The council is making provisions for cycling lanes etc... but not in training children in safe road use. I would love to see the Road Traffic School reopened to train children from a young age in traffic safety.”
- “Separation of cyclists from other vehicles would increase use and safety, open up opportunities for easier tourism of heritage trails. City road edges should be repaired for potholes and other safety impediments for cyclists. A community education program is required to address the anti-cyclist mentality of some in the community.”
- “More bicycle tracks, better public transport (encourages more activity and less driving) - I think electric buses or regular light rail along The main routes would be highly beneficial for the community’s health. ”

#### Safe Spaces for Recreation

- “Better lighting of facilities and of walking tracks-even streets-so that people can exercise safely.”
- “Growth in vehicle traffic is a key issues and council does not seem to embrace bicycle as a viable commuting option. The lack of bike racks at the recent Peel St supermarket redevelopment would imply that commuter cycling is off Councils radar. Commuting by bike is difficult around the city . Bike lanes are dangerous situated between parked cars and traffic lanes and then become nonexistent at intersections. Make Ballarat a progressive city by installing barrier safe cycle lanes to key destination e.g. CBD, railway station and other shopping hubs.”

#### Sport and Recreation Assets for the Whole Community

- “Miners Rest would benefit from a community based gym where multiple different sports could be played.”
- “More areas/activities for teenagers. Too many are hanging around the shopping areas. They need more things to keep them occupied. I was really disappointed when the slide (mostly a teenage activity) at Eureka Pool was replaced with a water park (mostly a young children activity).”
- “More BBQs are needed in combination with shaded seating options to support use in summer.”

#### Greater Investment in ‘Second Tier’ Sports

- “There needs to be more fields, playing areas, training facilities for lesser known sports. More collaboration between sports codes/clubs, and between female and male sports teams/clubs.”
- “Less money needs to be going to sports that can manage themselves financially e.g. football/netball, and more money needs to be going to sports that don't have financial stability, to enable more fee parity amongst sports and encourage people to play different sports.”
- “Football and netball clubs only having one netball court to play and train on. This often means that some teams are playing very late in the day or junior teams have to play on another day.”
- “Only having one hockey pitch teams are very limited to field time. Many teams are forced to train late at night and this can also effect people work life balance. Ballarat desperately needs another, even two more hockey fields.”.

## AREAS FOR IMPROVEMENT



### Open-ended responses

#### Safe spaces for recreation

- “As the Council is promoting the 10 minute city approach we need to build the capacity of the community in cycling. The council is making provisions for cycling lanes etc... but not in training children in safe road use. I would love to see the Road Traffic School reopened to train children from a young age in traffic safety.”
- “Ballarat’s roads in general are not well designed for safe use by cyclists. City road edges should be repaired for potholes and other safety impediments for cyclists.”
- “Separation of cyclists from other vehicles would increase use and safety, open up opportunities for easier tourism of heritage trails.”

#### Linkages between existing walking and cycling paths/trails

- “The poor connection of Ballarat cycle paths from the south to the central and major growth areas in the west of Ballarat.”
- “Very poor links to infrastructure, like foot paths and bike lanes, don’t link up and are in very poor condition.”
- “Improvement of services outside of the central Ballarat area, especially in Buninyong, for multi use activity spaces.”

#### Focus on engaging a broader cross-section of the community

- “We need to be conscious about making facilities accessible to all and cater for everyone. It’s easy to get funding for this. If it doesn’t provide a benefit to the local community then we don’t need it. It’s not Council’s responsibility to provide elite sporting facilities. It is to benefit the

100,000 as opposed to the two or three”

#### Maximising the high-quality infrastructure and facilities that exist

- “There’s world-class sport and recreation facilities in Ballarat but people don’t know they’re here. I don’t think Mars gets used to its full potential.”
- “First we need to maximise the potential of what we’ve got to maximise the space of what’s out there before we start developing new facilities.”

#### Increasing opportunities to be physically active in Winter

- “I think we lack indoor training facilities for a multitude of sports. There are upwards of 9-10 sport and activity groups that could utilise better facilities in Winter. Lighting is probably key to that too.”
- “In Winter the city shuts down – now when its warmer you get up and go for your morning run and there are so many people out there. In Winter, you don’t see anyone exercising. There’s no one out running in the morning.”

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## **APPENDIX II: ISSUES AND OPPORTUNITIES**



## PROJECT OVERVIEW



Active Ballarat will position the City of Ballarat and surrounding areas to meet the diverse sport and recreation needs of the community.

Physical activity and open space plays a vital role for the community. It contributes significantly to the economic and social wellbeing of residents, visitors and tourists alike.

Active Ballarat will succeed the current Recreation Strategy (2014), and will be a strategic level document that informs Council on future planning, provision, management and priorities for a diverse range of sustainable sport and recreation facilities and pursuits. The strategy will cover:

- **Structured and unstructured sport;**
- **Infrastructure and services;**
- **Identified community needs,** and;
- Opportunities to contribute to the **overall livability, prosperity, sustainability** and **accountability** of the City of Ballarat.

The overall objectives of this project are to:

- Establish **strategic directions** for the planning, provision, development and management of a diverse range of sport and recreation facilities, services and infrastructure
- Provide **recommendations and strategic outcomes** that address short term (1-2 years), medium term (3-4 years) and future term (5-10 years) community needs
- Identify **critical policy direction** for the City of Ballarat recreation processes and procedures

A variety of consultation methods have been undertaken to facilitate a high level of community engagement and understanding of the issues and proposed directions for sport and active recreation provision in the municipality. This has included (as at 19<sup>th</sup> December):

- **30 depth interviews** with identified stakeholders
- An **online survey** with **key stakeholders**
- An **online survey** with the **broader Ballarat Community**
- **Community forum** with key sport and recreation teams, clubs, volunteers and other stakeholders

This document provides an overview of the project findings and the issues and opportunities that have been identified. Specifically, the report addresses the following questions:

- What are the **strengths** of the City of Ballarat in regards to sport, and active recreation?
- What are the **weaknesses** or key areas for improvement?
- What are the **opportunities**?
- What are the **threats** or **key issues** that need to be addressed?

An overview of the key implications and strategic themes for the Active Ballarat Strategy is provided in the executive summary over the following page.

# EXECUTIVE SUMMARY



## Context

Australia is currently facing a national crisis, where **fewer Australians are meeting the recommended levels of physical activity through playing sport and engaging in active recreation.**

**Inactivity is now the fourth largest cause of chronic conditions (health/illness) in Australia,** and we now have some of the highest obesity rates in the world. **Fifty-six percent of Australian adults** (more than 10 million people) **are sedentary** or living low-activity lifestyles.

All aspects of the current system are currently under duress and a new approach is required. We must challenge the current status quo to bring **innovation and new thinking** in order to reverse the trend of inactivity across the nation.

The Active Ballarat Strategy is City of Ballarat’s plan to address the decline in sport and active recreation participation levels, and ensure a healthy, active and connected community in the future.

## Strategic Overview

One of the key objectives of the **Active Ballarat Strategy** is that it **aligns with the State government’s plan – Active Victoria** – which aims to strengthen the sport and recreation sector and participation across the state. The five key strategic themes that have emerged from our consultation and align with the Active Victoria Strategy are shown in the table to the right, and will form the strategic framework of the Active Ballarat Strategy.

From the research and consultation completed to date, SBP have also identified an overarching theme of **innovation and technology** which


will be used to guide the actions of the eventual Active Ballarat Strategy. This theme will consider new ideas and opportunities to make Ballarat **bigger, better and bolder** – and set the City apart as a **leader** in the sport and active recreation space.


Importantly, this strategy will also be underpinned by a commitment to a collaborative approach and **working together** for shared outcomes.


### Overarching Issue


 Innovation and technology


### Top Five Strategic Issues

 Meeting demand


 Broader and more inclusive participation

 Additional focus on active recreation

 Build system resilience and capacity

 Connect investment in events, high performance and tourism

### Underpinning It All...

 Working together for shared outcomes

# OUR ICONIC COMMUNITY & SPORTING ASSETS



The Active Ballarat Strategy will also have a strong focus on enhancing and maximising usage of the following key activity icons across the municipality.



## NATIONAL SPORTING ICONS

- Mars Stadium
- Ballarat Sports Events Centre (BSEC)
- Buninyong Road Cycling
- Rowing course at Lake Wendouree



## EMERGING VICTORIAN ICONS

- Morshead Park
- Eastern Oval
- Ballarat Regional Tennis Facility
- Llanberris Reserve



## COMMUNITY RECREATION ICONS

- Lake Wendouree
- Victoria Park
- Botanical Gardens
- Yarrawee River Trail
- Lake Esmond

# BALLARAT – DEMOGRAPHIC PROFILE



The City of Ballarat is located in central Victoria, just over an hour from Melbourne and bordered by Golden Plains Shire, Hepburn Shire, Pyrenees Shire and Moorabool Shire. As one of the largest municipalities in the region by population, City of Ballarat are perceived as leaders for the Central Highlands and Grampians region.

At the time of the 2016 Census, the population of the municipality was approximately **103,827**.

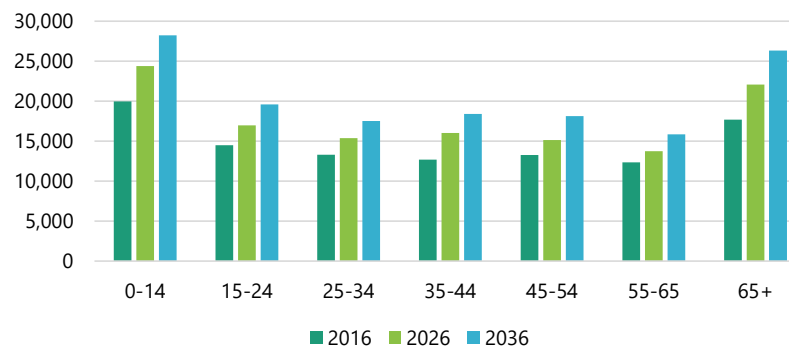
Of the 2016 population:

- Forty-eight per cent were males and fifty-two per cent were females
- Nineteen per cent of the population were aged under 15 years and sixty-four per cent were between 15 and 64 years.
- Seventeen per cent were aged over 64 years, up from fifteen per cent at the 2011 Census.
- 1,470 people identified themselves as being of Aboriginal, Torres Strait Islander or both Aboriginal and Torres Strait Islander origin.

Results from the 2016 Census, and future population projections also reveal that Ballarat will experience population growth over the next 20 years. **Between 2016 and 2036, the population is expected to grow by approximately 40,000 people**, with an additional 10,000 people added to the population every four years. In 2036, the estimated population is projected to reach 144,108.

Knowledge of how the age structure of the population is changing is essential for planning facilities and services, especially sport and recreation.

**Chart 1. FORECAST POPULATION BY AGE (2016-2036)**



Sources: Profile ID. ABS Census, 2016. DELWP, Victoria in Future 2016

**CITY OF BALLARAT POPULATION 2016 (SA2)**

	0-14	15-24	25-34	35-44	45-54	55-65	65+
Alfredton	2,714	1,628	1,484	1,603	1,614	1,215	1,388
Ballarat	1,967	1,678	1,378	1,383	1,669	1,550	2,422
Ballarat - North	4,252	2,914	3,003	2,818	3,076	2,886	4,129
Ballarat - South	4,370	3,737	3,618	2,881	2,776	2,747	4,106
Buninyong	1,490	1,176	602	925	933	982	1,052
Delacombe	1,436	1,048	964	861	886	778	1,106
Smythes Creek	874	514	313	539	655	577	475
Wendouree - Miners Rest	2,861	1,818	1,938	1,690	1,677	1,623	3,029
<b>Total Persons</b>	<b>19,970</b>	<b>14,509</b>	<b>13,295</b>	<b>12,705</b>	<b>13,283</b>	<b>12,362</b>	<b>17,703</b>
<b>Total Population</b>	<b>103,827</b>						

Source: ABS Census, 2016

# BALLARAT – DEMOGRAPHIC PROFILE



There are **three key levers which influence population growth**: net **migration, births and deaths** (natural increase). The forecast age groups of the City of Ballarat is a function of the current age of the population (people aging each year, being born and dying) as well as the age of people migrating into and out of the area. This in turn is driven by location, access to existing housing, the amount and type of new residential development (same as existing, or diversifying) and where the area is positioned in a cycle of change.

Some areas are more driven by one factor compared to others. Migration is largely driven by housing development, whereas natural increase is a function of the age of the population.

In 2016, the age bracket with the highest proportion of the population was 0-14 years, accounting for nearly twenty per cent of the population. The largest increase in people between 2016 and 2036 is expected in the 65+ age bracket (forty-nine per cent growth) followed by the 35-44 age bracket (forty-five per cent growth) and the 0-14 age bracket (forty-one per cent growth).

These three levers show that **the current population is ageing, however there will also be a youthening effect** due to the increase of young families with parents who have established careers, and are likely to have young children.

**Demand for aged care facilities, child care and schools will continue to increase**, and planning considerations will need to ensure these services provide for future population. The mapping over the following pages demonstrates the expected growth (particularly in the west) over the next 20 years, overlaid with the location of existing sport and recreation infrastructure.

### Key Implications for the Active Ballarat Strategy:

- Ballarat West is a key growth area for potential investment in sport, active recreation, infrastructure and facilities. The Planning Scheme must continually be revisited to ensure it reflects this growth in any proposed sports facility developments or upgrades.
- Provision of open space, reserves, playgrounds, trails and paths will be essential to facilitate physical activity and active recreation in these areas, and must be considered in all future planning, contribution and policy documents.
- Facility and infrastructure planning is a long-term approach and should focus on the future population and growth areas, not the current population.

FORECAST POPULATION AND BENCHMARKS – 2016 - 2036

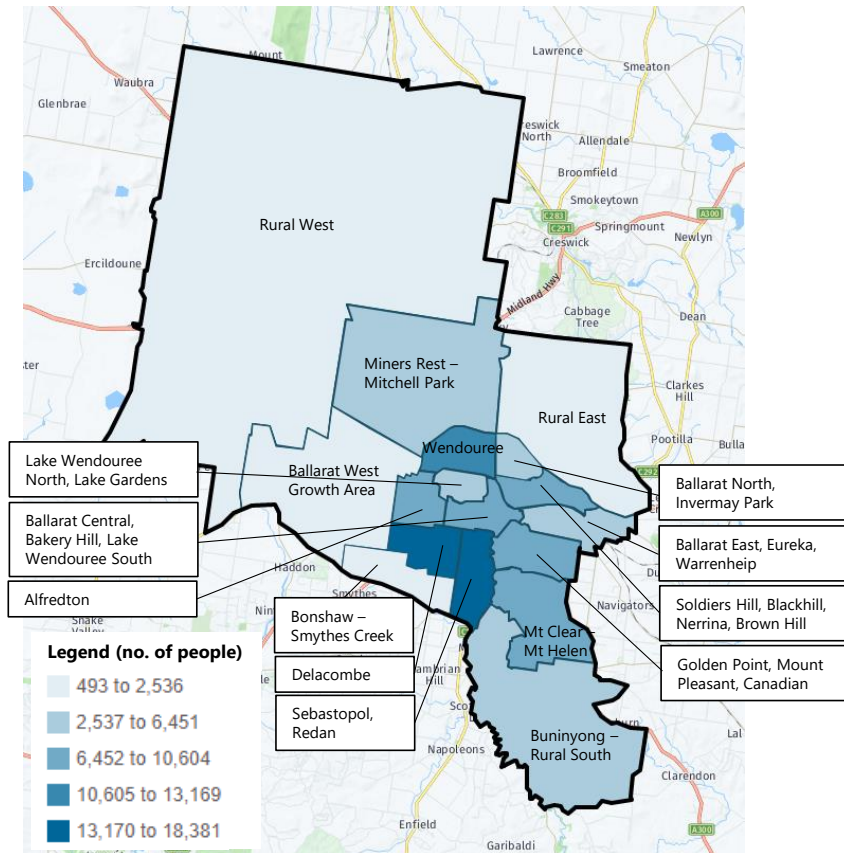
		0-14	15-24	25-34	35-44	45-54	55-65	65+	Total
Ballarat	2016	19,970	14,509	13,295	12,705	13,283	12,362	17,703	103,827
	2036	28,226	19,587	17,525	18,404	18,144	15,870	26,352	144,108
	% growth	41%	35%	32%	45%	37%	28%	49%	39%
Bendigo	2016	21,914	15,247	14,375	13,238	14,037	13,828	19,142	111,781
	2036	31,040	19,677	18,400	19,933	19,045	17,277	30,223	155,595
	% growth	42%	29%	28%	51%	36%	25%	58%	39%
Geelong	2016	43,954	31,679	31,586	29,828	30,139	28,846	42,571	238,603
	2036	56,203	38,803	40,767	43,308	41,440	37,442	67,817	325,780
	% growth	28%	22%	29%	45%	37%	30%	59%	37%
Victoria	2016	1,106,048	786,907	930,588	826,188	791,479	685,939	921,642	6,048,791
	2036	1,457,342	1,026,574	1,107,800	1,122,191	1,078,637	871,591	1,614,036	8,278,172
	% growth	32%	30%	19%	36%	36%	27%	75%	37%

Source: ProfileID, City of Ballarat Forecast age structure

# POPULATION CHANGE

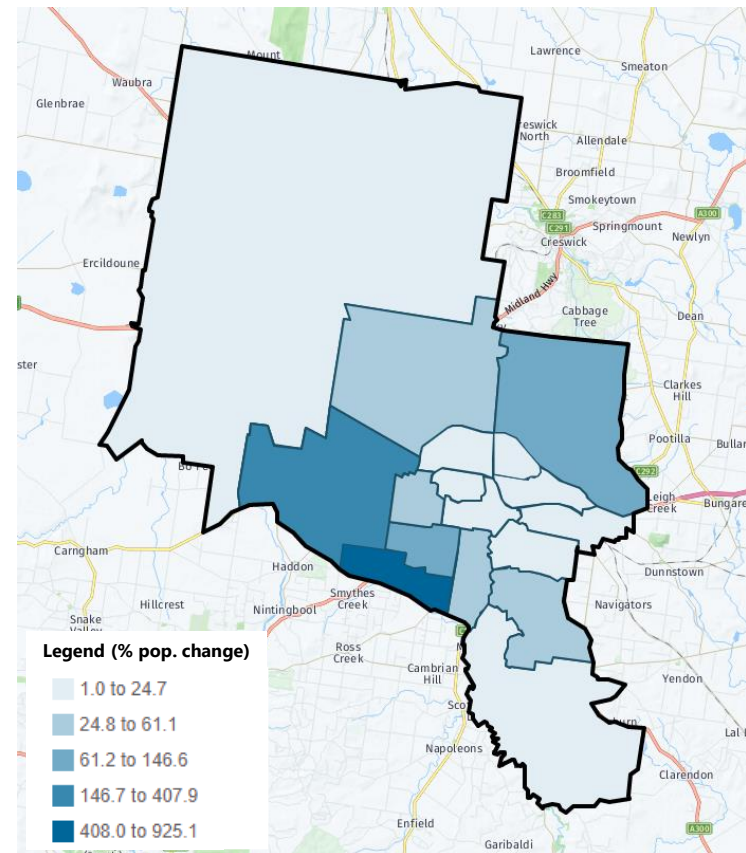


**Ballarat Population Distribution (number of people) - 2016**



Data sources: ProfileID, City of Ballarat

**Ballarat Forecast Population Change (%) from 2016 - 2036**

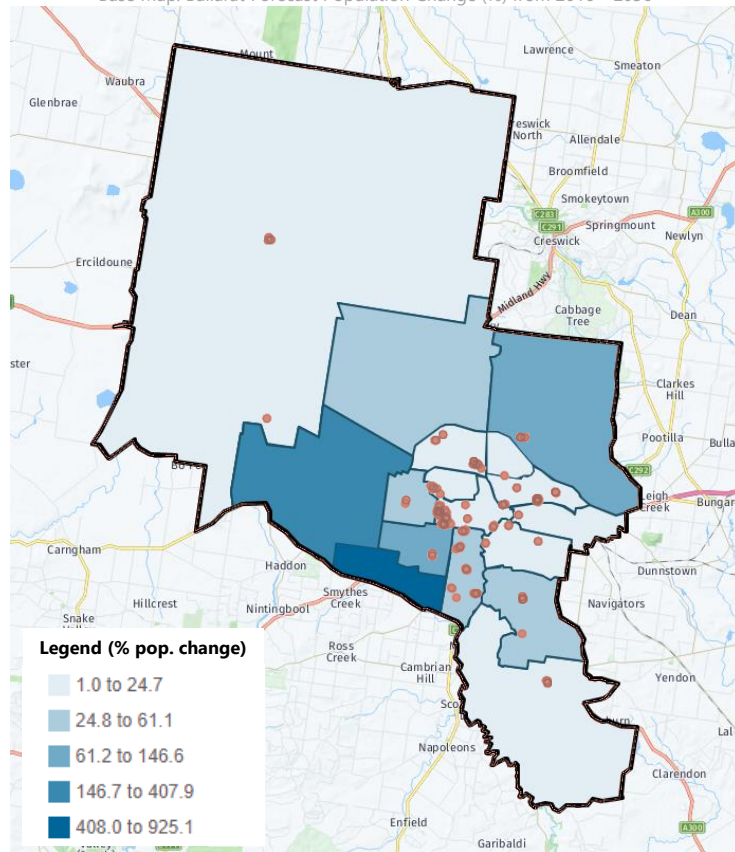


# SPORT AND RECREATION INFRASTRUCTURE



## Sports Grounds

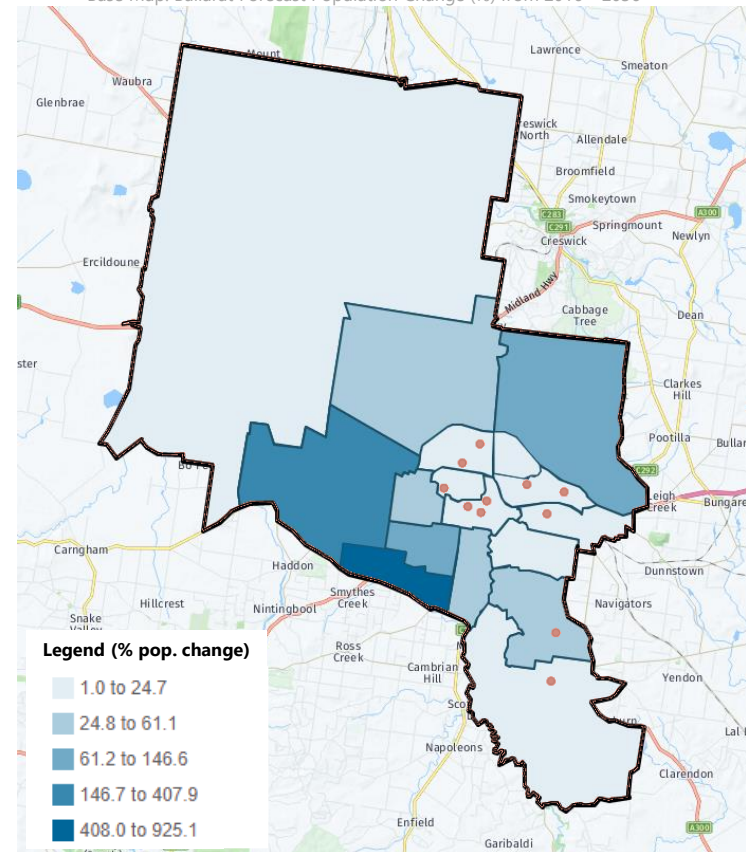
Base Map: Ballarat Forecast Population Change (%) from 2016 - 2036



Data sources: ProfileID, City of Ballarat

## Aquatic Facilities (includes splash parks and water parks)

Base Map: Ballarat Forecast Population Change (%) from 2016 - 2036

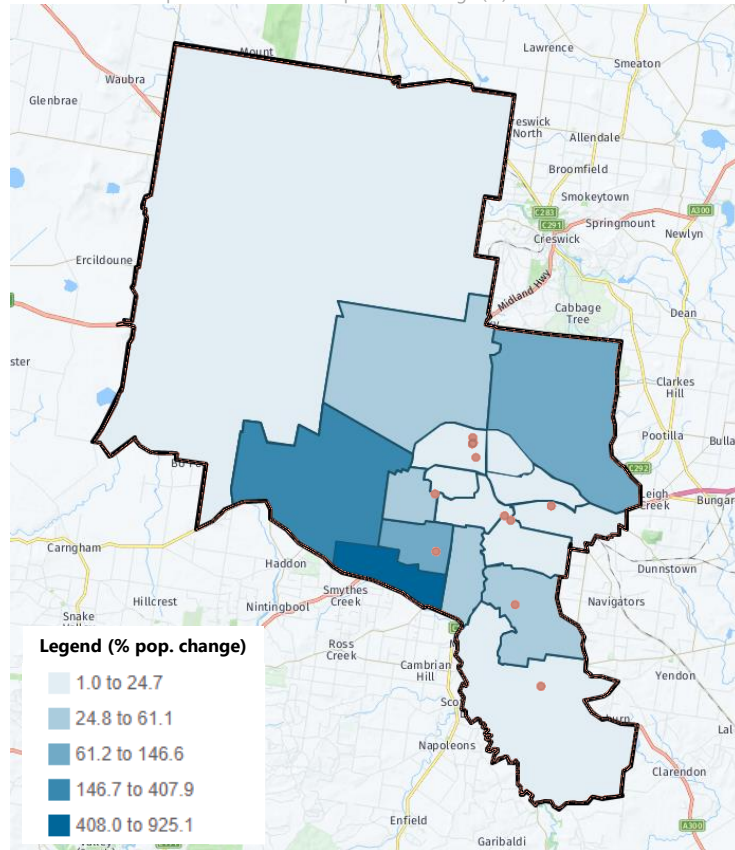


# SPORT AND RECREATION INFRASTRUCTURE



## Indoor Recreation Facilities

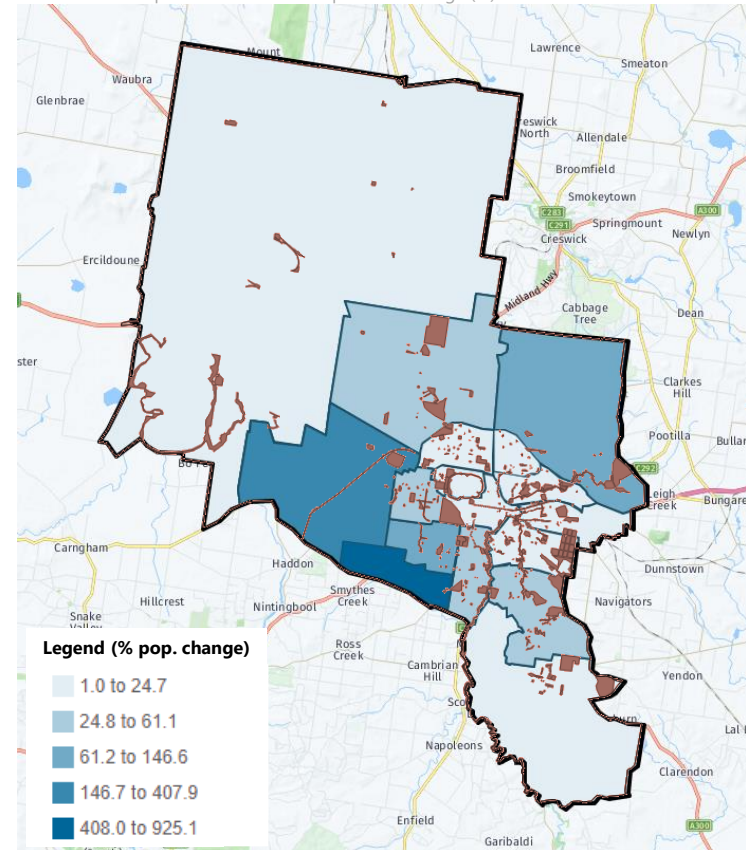
Base Map: Ballarat Forecast Population Change (%) from 2016 - 2036



Data sources: ProfileID, City of Ballarat

## Parks, Recreation Reserves and Open Space

Base Map: Ballarat Forecast Population Change (%) from 2016 - 2036





# BALLARAT – SPORT & RECREATION RATES



It is explicitly proven that involvement in sport and active recreation makes a positive contribution to the health of the community.

**Increasing the rate of physical activity by 10 per cent has been estimated to reduce physical-inactivity-related deaths by 15 per cent and new cases by 13 per cent.**

Compared to Bendigo (20.4%) and Geelong (21.5%), participation in organised sport across all age groups in Ballarat is lower (19.7%), and significantly lower than the Country Victorian average of 23.6%.

- Participation in organised sport in Ballarat peaks for those aged 0-14 years, followed by those aged 15-24 years.
- **However, compared to Country Victoria averages, the participation rates of 0-14 year old's in Ballarat is approximately ten per cent lower.**
- Ballarat has higher sports participation by those in the 35-44 year age bracket when compared to Bendigo and Geelong.
- Sport participation is lowest for people aged 65 years or above.

Out of the top 12 sports by participation, AFL is the most popular sport in Ballarat, with nearly 4,000 registered players. This is followed closely by Basketball (3,817) and Netball (2,095).

While organised sport participation is a key indicator of activity levels within Ballarat, it is also important to consider participation in unstructured sports activities or "active recreation". While sport can be defined as 'structured, competitive activity', active recreation refers to 'leisure time, non-competitive, physical activity'.

This may explain why swimming and sailing participation rates appear quite low in the adjacent table, as these sports are more recreation based and done for fitness or enjoyment rather than competition.

**RATES OF REGISTERED SPORT PARTICIPANTS – BY REGION**

	Ballarat		Bendigo		Geelong		Country Vic		Victoria	
Age	Number	%	Number	%	Number	%	Number	%	Number	%
0-14	8,445	49.3	11,062	58.1	21,120	58.5	150,130	59.9	484,268	51.9
15-24	4,213	28.1	4,180	28.6	8,547	28.8	62,947	34.9	185,265	24.3
25-34	1,966	19.5	1,951	18.3	4,152	19.1	27,332	23.6	83,039	13.3
35-44	1,062	15.0	1,058	14.5	2,958	14.2	18,256	17.0	55,237	9.2
45-54	787	11.2	630	10.4	2,410	11.5	12,746	12.9	44,083	7.4
55-65	666	8.4	568	8.0	2,625	10.2	11,509	10.3	34,636	6.8
65+	1,119	6.3	1,037	5.3	3,736	8.4	19,880	6.6	50,840	5.2
Total	18,258	19.7	20,486	20.4	45,548	21.5	302,800	23.6	937,368	16.9

Source: Sport and Recreation Spatial

**RATES OF REGISTERED SPORT PARTICIPANTS - BALLARAT**

	0-14	15-24	25-34	35-44	45-54	55-65	65+	Total
AFL	2,083	1,282	483	72	15	2	0	3,937
Basketball	1,929	1,003	490	290	94	11	0	3,817
Netball	1,042	639	277	95	34	7	1	2,095
Cricket	797	451	298	164	76	17	4	1,807
Soccer	831	364	135	52	21	2	0	1,405
Bowls	13	32	38	74	134	257	729	1,277
Golf	153	66	90	110	165	241	312	1,137
Tennis	350	172	77	155	198	84	51	1,087
Gymnastics	860	14	2	0	1	0	0	877
Hockey	94	100	58	27	14	6	0	299
Sailing	93	51	18	22	33	27	21	265
Swimming	201	39	2	2	4	12	3	263

Source: Sport and Recreation Spatial

# BALLARAT – SPORT & RECREATION RATES



While we know many Ballarat residents receive significant benefits from participating in active recreation, **the rates of participation in active recreation are not accurately measured**. This is due to the unstructured nature of active recreation, where it is often undertaken as part of a healthy lifestyle rather than as competition where participant information is collected and monitored.

In order to understand active recreation rates in Ballarat, SBP have provided indicative estimates in the adjacent table. The active recreation participation rates have been calculated by using datasets from Ausplay and Sport and Recreation Spatial to understand organised and non-organised participation in each activity.\*

As shown adjacent, **swimming has the highest rates of active recreation participation**, as well as soccer. These activities require little equipment and lend themselves to unstructured participation. AFL and Basketball both have relatively low rates of recreational participation in comparison to organised sport participation.

### Key Implications for the Active Ballarat Strategy:

- Data collection activities to understand local participation trends in active recreation must be a priority. This should become embedded in Council activities and continually updated for ongoing monitoring.
- Recreation reserves and open space must be considered as wider community assets, and made to be more accessible. Sport reserves should also contribute to active recreation for the community when not being used for organised sports.

\*Note: That these figures are indicative only and have been modelled based on participation data from Ausplay and Sport Spatial.

### ESTIMATED RATES OF ACTIVE RECREATION – BY ACTIVITY

	0-14	15-24	25-34	35-44	45-54	55-65	65+	Total Active	Total Organised	Total
Walking	49	4,770	3,734	4,993	6,872	7,594	11,220	39,233	N/A	39,233
Fitness/Gym	423	9,647	5,964	4,484	4,116	3,490	5,011	33,135	N/A	33,135
Running/Jogging	1,049	6,383	2,911	2,820	2,208	899	426	16,695	N/A	16,695
Cycling	181	1,722	1,144	1,983	2,440	1,596	1,407	10,473	N/A	10,473
Swimming	5,951	3,581	1,899	2,091	2,378	1,898	2,011	19,809	263	20,072
Soccer	1,907	3,753	961	612	381	125	44	7,783	1,405	9,188
Tennis	796	1,500	401	419	438	370	550	4,475	4,475	8,950
Golf	-39	207	249	234	465	630	1,347	3,092	1,137	4,229
Netball	264	2,161	229	191	127	33	16	3,022	2,095	5,117
Basketball	-550	2,493	231	170	24	47	7	2,422	3,817	6,239
Cricket	209	927	204	343	245	106	59	2,093	1,807	3,900
AFL	-328	1,297	38	199	215	36	26	1,484	3,937	5,421

Source: Sport and Recreation Spatial, Sport Australia - AusPlay 2018, SBP Modelling

### RATIO OF ACTIVE RECREATION PARTICIPATION TO SPORTS PARTICIPATION – BY ACTIVITY

Swimming	75:1
Soccer	6:1
Tennis	1:1
Golf	3:1
Netball	1:1
Basketball	1:1
Cricket	1:1
AFL	0.5:1

Source: Sport and Recreation Spatial, Sport Australia - AusPlay 2018, SBP Modelling

# THE VALUE OF SPORT AND RECREATION TO BALLARAT



A recent independent research study commissioned by Sport and Recreation Victoria found that active recreation is a larger part of Victorians physical activity than organised sport. For Victorians aged 15 years and above, it is estimated that 81% of physical recreation time is spent on active recreation.

### ACTIVE RECREATION IN VICTORIA

<b>\$8.3 billion</b>	<b>2.85 million</b>	<b>\$245 million</b> (per person)
Estimated total spending on active recreation in Victoria.	Number of Victorian's not doing enough physical activity.	Lifetime avoided healthcare costs from making physically inactive Victorian's active

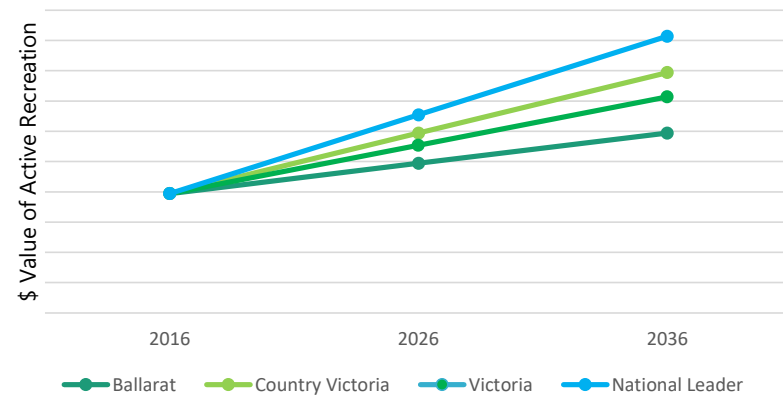
SBP has used these benchmarks to estimate the impact of active recreation in Ballarat.

### FOUR KEY FIGURES FOR BALLARAT

<b>\$114.9 million</b>	<b>55,859</b>	<b>\$48,019</b> (per person)	<b>\$16.20</b>
Estimated total spending on active recreation in Ballarat.	Number of Ballarat residents not doing enough physical activity.	Lifetime avoided healthcare costs from making physically inactive Ballarat residents active	The annual impact of each additional \$1 that is invested into facilities and infrastructure

Source: Marsden Jacob Associates, The economic impacts of active recreation in Victoria 2017

The Value of Active Recreation – now and in future (indicative)



**Key Implications for the Active Ballarat Strategy:**

- There is a strong economic case to support further investment in sport and active recreation.
- For Ballarat to build its reputation as a leader in sport and active recreation, innovation and new ideas must be implemented now to enhance the value of sport and active recreation and improve community health outcomes in the future.

# STRENGTHS



Before addressing any weaknesses or areas for improvement, it is first important to reflect on the best things about Ballarat, along with the strengths of sport and active recreation in Ballarat. The evidence collected through this research shows:

- Ballarat is a **well-serviced regional city** with great access to healthcare, sport, education, schools and universities.
- There is a strong sense of community amongst residents, **and seventy-one per cent have attended local community events** in the last year.
- There are a variety of sport, recreation and leisure facilities and opportunities for arts and cultural experiences.
- Ballarat residents strongly agree that **Ballarat is a good place to live and raise a family**, with great access to the lake, parks and open spaces.
- Ballarat has **high levels of volunteerism**, where forty-three per cent of adults volunteer and twenty per cent of young people aged 15-24 volunteer, which is higher than average levels.

The key sport and active recreation themes that have emerged from the research are outlined below:

- **Sport provides a strong local focus, sense of pride, community connection and national recognition for Ballarat.**
- The participation rates of Ballarat residents in organised sports is higher than for the Victorian participation rates.
- Lake Wendouree is the “jewel in the crown” of Ballarat and is a

destination for recreational and social enjoyment for the community.

- Victoria Park, the Botanical Gardens, Lake Esmond, the Yarrowee River Trail and the numerous walking trails across the City are shared public spaces and hubs that enable active recreation and non-structured physical activity.
- Sport is a big part of the lifestyle in Ballarat, and the City has high quality sporting infrastructure, especially for the major participation sports such as football, cricket and soccer.
- The investment and recent upgrades to sporting facilities (and ovals in particular) has been well received by the community.
- Ballarat has great access to development pathways for many sports and a high standard of sporting facilities.

**Key Implications for the Active Ballarat Strategy:**

- Ensure there are opportunities to be active for all members of the community regardless of location, age, gender, background or ability.
- Continue to deliver high quality sporting infrastructure that caters for the growing community.
- Create linkages between community infrastructure and open space such as cycle paths and walking tracks/trails.
- Upskill the volunteer network by providing greater access to resources and support including forums, resources and ‘off the shelf’ solutions.

# WEAKNESSES



While Ballarat has strong community cohesion and participation in organised sport, there are a number of areas for improvement.

- Approximately **1 in 4 Ballarat residents are classified as obese**.
- **Approximately fourteen per cent of Ballarat residents** - or 14,016 people – **do not engage in any physical activity** during the week.
- **55,859** Ballarat residents **aren't sufficiently active**.
- **Only forty-six per cent** (less than half) **of adults in Ballarat participate in physical activity 4 or more days per week**.

In addition to the below state average health status of Ballarat residents, the following themes have emerged from the consultation.

- **Weather in winter is a barrier to physical activity**, and there is a lack of indoor, undercover and weather-friendly sport and recreation infrastructure to service demand in the cooler months.
- **Ballarat is very multicultural**, yet anecdotally these groups **typically have lower participation in sport and active recreation** along with low socioeconomic groups and those aged over 65.
- **New different and diverse opportunities to be active** are required.

### Key Implications for the Active Ballarat Strategy:

- Promotion of the benefits of a healthy lifestyle, and opportunities to be active need to be at the forefront of the Active Ballarat Strategy.
- Making sport and active recreation accessible to all groups of the community regardless of age, gender, background or ability will enhance physical and mental health outcomes for the community.

### HEALTH STATUS

Health Indicators	Ballarat	Bendigo	Geelong	Grampians Region	Victoria
<b>Obese</b> >=30g/m2	25.8%	26.6%	16.6%	25.0%	18.8%
<b>Sedentary</b> People reporting no physical activity during the week	2.4%	2.6%	3.4%	2.7%	3.6%
<b>Insufficiently Active</b> <150 mins or <2 sessions/wk	<b>53.8%</b>	52.0%	50.8%	50.9%	50.4%
<b>Sufficiently Active</b> ≥150 mins or ≥2 sessions/wk	<b>39.6%</b>	40.4%	41.2%	41.0%	41.4%

Source: Department of Health and Human Services, Victorian Population Health Survey 2014

# OPPORTUNITIES



To highlight sport and recreation trends and identify future opportunities for the provision of sport and recreation in Ballarat, SBP have used a case study approach.

The following case studies demonstrate recent innovation which could be applied and learnt by Ballarat.

These case studies are provided adjacent and over the following page.

### Key Implications for the Active Ballarat Strategy:

- Focus on engaging a broader cross-section of the community and encourage people to be active in any way they can, not necessarily through traditional and organised forms of sport.
- Enhance the safety of community infrastructure and assets to encourage residents to participate in sport and physical activity when, where and how they want to.
- Continue the work that has been completed around female participation in sport and recreation and deliver the Active Women and Girls Strategy.
- Ballarat residents, and the Victorian community at large is ageing – City of Ballarat must ensure that senior citizens are catered for in the provision of sport, recreation and opportunities to be active.
- Enhance the promotion, marketing, imagery and media coverage of all sport and physical activity opportunities.
- Explore potential sites for multi-use facilities that cater for a variety of sports and community demand



### CASE STUDY ONE RunWest Schools Community Challenge

Athletics Australia, Athletics NSW, West HQ and the NSW Government

- RunWest, is Western Sydney’s first major running festival and community event, and will be held on Sunday 31 March 2019.
- The RunWest Schools Community Challenge is an initiative that looks to foster positive health, wellbeing and physical activity within primary, secondary and specialist schools throughout NSW.
- 30% of all entry fees in the schools fundraiser will go back to the school as a donation. The Western Sydney Bonus Challenge is for the schools in the region which have the biggest percentage of their students, teachers and wider community signing up for RunWest. The top school will receive \$3000, second \$2000 and the third most participating school \$1000.
- Leading into the event, all participating schools can register for a free six-week Run Fit Program.
- RunWest will also include a 'Finish Line Festival' featuring food trucks, live music, a recovery zone and representatives from the GWS Giants, NSW Rugby League, Western Sydney Wanderers, Sydney Thunder and the Canterbury-Bankstown Bulldogs.

<http://www.runthewest.com.au/uncategorised/new-community-festival-announced-for-western-sydney/>

# OPPORTUNITIES



## CASE STUDY TWO Alex Moore Park Sports and Community Hub Wellington City Council

- A group of sporting clubs in Wellington, New Zealand are working together to combine resources and be based in one common facility.
- The Johnsonville Cricket Club, Johnsonville Rugby Club, North Wellington Senior Football Club, North Wellington Junior Football Club, Olympic Harrier and Athletic Club and the Wellington Deaf Society have joined forces to raise at least \$2 million for the building, which is estimated to cost \$4.2 million.
- The Johnsonville Cricket Club building, in poor condition, will be demolished and the new building connected to the existing Olympic Harrier and Athletic Club building. The City Council will design the new building and project-manage the construction.
- The new facility will include a gym, changing rooms, office, meeting rooms, kitchen, function rooms/ bar, storage facilities, car parking, public toilets and showers. The plan is for the new facility to be a sustainable asset staffed by a full-time manager and assistant.
- Wellington City Councilors recently approved unanimously \$2.2 million in funding for the project, and construction is expected to start in 2020/21 and take six to nine months.

<https://www.ausleisure.com.au/news/funding-approved-for-wellingtons-alex-moore-park-sports-and-community-hub/>



## CASE STUDY THREE Cheonggyecheon River Linear Park Seoul

- The Cheonggyecheon River linear park is renowned as one of the world's greatest urban design projects, undergoing a transformation from an elevated freeway and concrete paved waterway into a 5.8km long "day-lit" stream corridor.
- In the 1940s, the Cheonggyecheon had deteriorated into an open sewer and was eventually paved over with concrete for sanitation reasons. In the 1970's, an elevated freeway was built overtop the waterway, removing it from the public view. Like many underpasses, the area beneath the freeway was mostly avoided, becoming known for criminal activity and illegal dumping.
- In the early 2000's, then mayor and future president of Korea, Lee Myung-Bak successfully campaigned to remove the freeway and restore the Cheonggyecheon. From 2002 to 2005, the government replaced the road with a 5.8km restored and planted stream.
- To alleviate traffic congestion, the government also invested heavily in public transportation, installing a dedicated bus lane and walking/cycling track.
- Now open at all hours, the linear park is host to hundreds of events and art installations every year and attracts over 60,000 visitors daily. The restoration process has also provided huge boosts to local biodiversity and catalysed economic development in the area.

<https://inhabitat.com/how-the-cheonggyecheon-river-urban-design-restored-the-green-heart-of-seoul/>

# OPPORTUNITIES



## CASE STUDY FOUR Bicycle Friendly America League of American Bicyclists

- The League of American Bicyclists is a non-profit membership organisation which promotes cycling for fun, fitness and transportation through advocacy and education.
- The League has developed the Bicycle Friendly America program as a tool for states, communities, business and universities to make cycling a real transportation and recreation option for all people.
- Providing a roadmap to improve conditions for cyclists at the state and local level, the BFA program collects data on activities within five broad areas: engineering, education, encouragement, enforcement and evaluation.
- It uses a brief self-assessment tool to evaluate the bicycle-friendliness of the community, business, or university, which is then awarded a Bronze, Silver, Gold or Platinum Award relevant to the bicycle-friendliness of the area.
- Since 2013, more than 600 communities have applied, and 242 have been awarded Bronze, Silver, Gold or Platinum designation.

<https://www.bikeleague.org/bfa>



## CASE STUDY FIVE Student Health Initiative Tasmanian Government and Hansen Orchards

- The Student Health Initiative is one of the Tasmanian Governments initiatives focused on improving the health and wellbeing of students in Tasmanian schools.
- As part of the initiative, Hansen Orchards, a family owned business in the Huon Valley, set a goal to give away 100,000 apples to school children across Tasmania.
- It recently reached that goal with students at Mount Nelson Primary School the target of their generosity. Hansen’s vision was to “provide students with high quality eating apples in the hope it would inspire them to eat one more often, and perhaps even develop a life-long habit of choosing an apple as a healthy snack option”.
- Through the Healthy Tasmania Plan, the Tasmanian School Canteens Association has encouraged 160 schools to participate in the canteen accreditation program, with 72 schools having achieved accreditation in June this year and the hope to see all schools accredited by 2020.



## THREATS



Sport has long been a part of the Australian identity, and a key part of Australian life for many generations. We have long been renowned for our success internationally, and have built a reputation for being amongst the best in the world.

However, societal shifts have seen a decline in sports participation, with fewer Australians participating in sport and recreation. Australia is no longer the sporting nation that it used to pride itself on, with alarmingly high levels of no to low physical activity amongst the general population.

- **Fifty-six per cent of Australian adults** — or more than 10 million people — **are living sedentary or low-activity lifestyles.**
- **Twenty-one per cent of Victorians are not involved in any form of sport and active recreation.**
- **Approximately fourteen per cent of Ballarat residents** – or 14,016 people – **do no physical activity** on any day of the week.

In addition, sport and physical activity rates amongst children are lower than 20 years ago.

- **Only nineteen per cent of Australians aged 5 to 17 are meeting the recommended physical activity guidelines** of 60 minutes of moderate-to-vigorous physical activity each day.
- **Children aged 5–12, on average, spend more time on sedentary screen-based activity than on physical activity.** (1-hour and 45-minutes per day on physical activity and 1-hour and 54-minutes per day on sedentary screen-based activity.)

- On average, **boys participate more frequently** (2.7 times per week) than girls (2.2 times per week).
- **Seventy-five per cent of children who have at least one active parent** participate in organised physical activity outside of school compared to just 56% of children with at least one inactive parent.

In addition to increasingly sedentary and screen based lifestyles, population growth and urban migration is leading to more congested cities.

In the 2018 Community Survey, the most common suggestions from Ballarat residents were related to a need to improve infrastructure and traffic management. The suggestion on infrastructure improvement had a significant increase on 2017's results.

As traffic levels worsen, bikes, scooters and walking paths offer a more efficient alternative to driving, as they can connect multiple points of transit to facilitate the use of public transport and replace cars for shorter-distance trips.

### Key Implications for the Active Ballarat Strategy:

- A collaborative approach is required to educate the community about the benefits and opportunities to be active in order to facilitate change of behavior.
- Review the existing planning scheme and enhance collaboration with urban planners to provide infrastructure that enhances incidental activity and active transport such as footpaths, cycle lanes and walking trails.


Sources: Victorian Population Health Survey 2014; 2. AIHW. Physical activity across the life stages, 2018. 3. Sport Australia. Ausplay Focus, Children's Participation in Organised Physical Activity Outside of School Hours, 2017.

# SUMMARY – STRATEGIC FRAMEWORK








From the research completed to date, the following strategic framework has been developed. Based on the strategic priorities from Active Victoria, this framework identifies the five key strategic issues that have emerged from the research to date, along with the overarching theme of innovation and technology.


## Overarching Issue

 <p>Innovation and technology</p>	<p>How do we establish an innovation ecosystem where investment, technology and activity outcomes come together?</p>
--	--

## Top Five Strategic Issues

 <p>Meeting demand</p>	<p>How do we ensure existing infrastructure and opportunities to be active continue to service the growing population and future demand?</p>
 <p>Broader and more inclusive participation</p>	<p>How do we integrate physical activity to become a part of the local lifestyle by removing barriers and creating opportunities for all members of the community to be active?</p>
 <p>Additional focus on active recreation</p>	<p>How do we better understand active recreation participation, and enhance support of unstructured physical activity?</p>
 <p>Build system resilience and capacity</p>	<p>What support can we provide to upskill and mobilise the club network to increase and broaden club sport engagement?</p>
 <p>Connect investment in events, high performance and tourism</p>	<p>Where are there opportunities to attract major and regionally significant events that support participation pathways, tourism, and benefit the local community?</p>

## Underpinning It All...

 <p>Working together for shared outcomes</p>	<p>A collaborative approach to enhancing activity outcomes, in partnership with state and national sport organisations, all levels of government, corporate organisations, NFP's and private providers</p>
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Unit 3, 456 High Street,  
Prahran, VIC  
3181  
[www.sportbusiness.com.au](http://www.sportbusiness.com.au)



# ACTIVE BALLARAT

*“Creating a movement towards a vibrant, healthy and liveable community.”*

## STRATEGIC PRIORITIES



**Innovation and technology**



**Meeting demand**



**Broader and more inclusive participation**



**Additional focus on active recreation**



**Build system resilience and capacity**



**Connect investment in events, high performance and tourism**



**Working together for shared outcomes**

## THE CASE FOR CHANGE



Approximately **1 in 4** Ballarat residents are obese



**53.8%** of residents are **insufficiently active**



**Less than half** of adults participate in physical activity 4 or more days per week

## WHAT WE CAN BUILD ON



**72,267** Ballarat residents are **sufficiently active**



Organised **sport participation** has increased



There are a **range of opportunities** to be physically active in Ballarat

**ACTIVE BALLARAT STRATEGY**



**Vision (TBC):**

"Active Ballarat – Creating a movement towards a vibrant, healthy and liveable community"

#liveyourbestlife

**Drafts:**

"Australia's most active city - for a healthier and more liveable Ballarat community"

"Active Ballarat – Moving towards Victoria's/Australia's most vibrant, healthy and liveable community."

"Ballarat – Victoria's/Australia's most active, vibrant and liveable community"

**Strategic Pillars:**

Innovation and Technology

Meeting Demand

Broader and more inclusive participation

Additional focus on active recreation

Build system resilience and capacity

Connect investment in events, high performance and tourism

**Underpinning it all...**

Working together for shared outcomes

**Legend**

- EM Executive Manager
- SAP Senior Advisor Strategy & Planning
- Part Participation Project Officer
- SAI Senior Advisor Infrastructure
- CDP Club Development & Participation
- SAL Sport and Leisure Team
- IT Information Technology
- BI Business Improvement
- CS Civic Support
- ELT Executive Leadership Team
- MAC Media and Communications
- EC Engaged Communities
- AA Active Ageing
- IC Intercultural Communities
- CAFS Children and Family Services
- LACH Learning and Community Hubs
- SRI Safety, Risk and Insurance
- CE Community Events
- BALC Ballarat Aquatic and Leisure Centre
- EAA Events and the Arts
- YS Youth Services
- PAG Parks and Gardens
- FM Facilities Maintenance
- P Properties
- MP Major Projects
- A Assets
- I Infrastructure
- EP Economic Partnerships

1 How do we establish an innovation ecosystem where investment, technology and activity outcomes come together?

Completed	✓
On track	🟢
Falling behind	🟡
Not started	🔴



Pillar	Strategy	Budget (\$'000)	Owner	Team	Partners	Commence	Deadline	KPI/Success Metric	Status	Comments on status	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1	2021 Q2	2021 Q3	2021 Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	
1.1	Build relationships with external universities and education institutions	N/A	EM	SAL, IT, BI	Federation University, ACU, Victoria University	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives	✓	On going strong relationship developed																											
1.1.2	Target three institutions - Federation University, ACU, Victoria University	N/A	EM	SAL	Federation University, ACU, Victoria University	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives	✓	Linked to Pillar 5 - increasing volunteer engagement and sustainability																											
1.2	Explore new business and delivery models including public/private partnership, corporate sponsorship, government, philanthropic and other NFP providers		Part	SAL	Private providers, SRV, NFP organisations	2019 Q3	Ongoing	Minimum of 2 new funding partners identified each year	🟡	On track and ongoing																											
1.2.1	Develop partnerships with our business improvement and IT teams		SAP	SAL, IT, BI	City of Ballarat	2019 Q3	2019 Q4	Relationship established with agreed partnership objectives	🟡	Established more work to be done around agreed partnership objectives																											
1.2.2	Link in with the Smarter Cities project	\$ 10,000.00	SAP in partnership with BI	SAL, IT, BI	City of Ballarat	2019 Q3	TBC	Develop a template outlining relationship objectives. Establish relationship with agreed partnership objectives	🟡	Ongoing more work to be done around agreed partnership objectives																											
1.3	Explore digital technologies to drive community engagement, active participation and education		SAP in partnership with BI	SAL, IT, BI	City of Ballarat	2020 Q1	2020 Q4	Identify a potential technology solution	🔴	Not started																											
1.3.1	Build on the work done with OzBuddy to develop a "one stop shop" for sport and active recreation opportunities		Part	SAL, IT, BI	OzBuddy	2019 Q3	2020 Q2	10% growth in participants per year	✓	Ongoing																											
1.4	Ensure a diverse range of communication mediums to reach all parts of the community - specifically those with poor access to technology and/or low digital literacy		Part	SAL, MAC, EC, AA, IC, CAFS	City of Ballarat	2020 Q1	2020 Q4	Identify metrics for each platform to measure engagement	🟢	Working with Engaged Community Department - Ongoing regarding developing better community engagement processes																											
1.5	Trial a series of innovative programs and games through libraries and other civic spaces to engage the community in physical activity		Part	SAL, LACH, BALC	City of Ballarat	2020 Q1	2020 Q4	Identify 5 new programs and pilot 2	🔴	Not started																											
1.6	Where possible, invest in facilities to improve access, safety, comfort and service levels for all of our community		SAP and SAU	FM, P, EC, AA, CAFS	City of Ballarat	2020 Q1	2021 Q4	Identify 5 new opportunities and pilot 2	🟢	Ongoing																											









5 What support can we provide to upskill and mobilise the club and group network to increase and broaden club sport engagement?

Completed	✓
On track	
Falling behind	
Not started	



Pillar	Strategy	Budget (\$'000)	Owner	Team	Partners	Commence	Deadline	KPI/Success Metric	Status	Comments on status	2019	2019	2020	2020	2020	2020	2021	2021	2021	2021	2022	2022	2022	2022	2023	2023	2023	2023	2024	2024	2024	2024	2025	2025	2025	2025
											Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.1	Work and partner with VicSport, Sports Central and SSO's to grow volunteer sustainability		SAP, Part, CDP	SAL	VicSport, Sports Central, SSO's	2021 Q1	2021 Q4	Increased awareness of existing volunteer resources and opportunities	On going																											
5.1.1	Influence our traditional sport partners to increase accessibility to facilities		SAP	SAL, FM, P	Local sporting clubs and associations	2020 Q1	Ongoing	Increase in number of community groups that use sports facilities	On going																											
5.2	Provide more practical support for clubs and volunteers and link clubs with our partners to access resources and 'off the shelf' solutions		CDP	SAL	SRV, VicSport, Sports Central, SSO's	2021 Q1	2021 Q4	Develop a Fact Sheet/FAQ page that directs clubs to the best resources and support	Work with our partners to advise clubs on good governance processes, structures and leadership																											
5.3	Develop a diversity charter to ensure that clubs are addressing gender and diversity in their operations		EM	SAL, LACH, IC	City of Ballarat	2020 Q3	2021 Q3	Develop a Diversity Charter	Upskill the club network and volunteers to build a more inclusive and health focused environment, and address reputational risk and threats to integrity																											

6 Where are there opportunities to attract major and regionally significant events that support participation pathways, tourism, and benefit the local

Completed	✓
On track	
Falling behind	
Not started	



Pillar	Strategy	Budget (\$'000)	Owner	Team	Partners	Commence	Deadline	KPI/Success Metric	Status	Comments on status	2019	2019	2020	2020	2020	2020	2021	2021	2021	2021	2022	2022	2022	2022	2023	2023	2023	2023	2024	2024	2024	2024	2025	2025	2025	2025	
											Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
6.1	Develop a national and state sport and events program across all ages and demographics		EM	SAL, EAA, ELT	City of Ballarat	2020 Q1	2021 Q1	Increase the number of national/state events by 1 per year		Link high performance review to identify opportunities that will support talent development and participation pathways.																											
6.2	Partner with Visit Ballarat to leverage opportunities for local tourism bodies		EM	SAL, EAA	Visit Ballarat	2020 Q1	2021 Q1	Quantify the economic impact of new national/state events		Link high performance review to identify opportunities that will support talent development and participation pathways.																											
6.3	Ensure any stadia/infrastructure built for state/national events leave a lasting legacy, and becomes a highly active community asset		EM, SAJ, SAP	SAL	SRV, VicSport, Sports Central, SSO's	2019 Q3	Ongoing	Identify and build one new National/State level facility		On going																											
6.3.1	Understand and measure how major sporting events transition into participation outcomes for the whole community		Part	SAL	City of Ballarat	2020 Q1	Ongoing	Measure the participation growth of sports which host national events	✓	Work with Federation Uni and SSO's - Commenced and ongoing																											
6.3.2	Promote grassroots participation opportunities at major events		Part	SAL	Local sporting clubs and associations	2020 Q1	Ongoing	At least one grassroots participation activity at each event	✓	On going																											
6.4	Influence clubs to develop grassroots and community sport		SAP	SAL, FM, P	Local sporting clubs and associations	2020 Q1	Ongoing	Develop criteria for all sporting clubs which includes requirement for junior teams and programs		Ongoing																											
6.5	Investigate opportunities for Ballarat to be recognised as a destination for training centres, camps, coach education and leadership, in conjunction with our venues and educational institutions		EM	SAP, SAL	Visit Ballarat, SSOs, NSOs	2021 Q2	2023 Q2	Increase number of local elite training camps by 1 each year		On track and ongoing - Link high performance review to identify opportunities that will support talent development and participation pathways.																											
6.6	Link our events, tourism, investment and infrastructure to inspire our residents to be more active		EM	SAL, MAC, CS	Visit Ballarat	2019 Q3	2020 Q2	Increase communication of Active Ballarat messages amongst Councillors, ELT, external media and SRV		Linked to Pillar 4 - Organisational approach																											

7 Underpinned by....Working together for shared outcomes

Completed	✓
On track	🟢
Falling behind	🟡
Not started	🔴



Pillar	Strategy	Budget (\$'000)	Owner	Team	Partners	Commence	Deadline	KPI/Success Metric	Status	Comments on status	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1	2021 Q2	2021 Q3	2021 Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4
7.1	Develop a functional working group across Council to assist with implementation		EM, SAP	All	City of Ballarat	2019 Q3	2019 Q4	Working groups established	🟢	Established - reviewed yearly																										
7.2	Establish a regular reporting process for the working groups to monitor progress		EM, SAP	All	City of Ballarat	2019 Q3	Ongoing	Regular reporting processes developed and implemented	🔴	Notional reporting period every quarter or every six months																										
7.3	Work with our partners to establish relationships and deliver agreed partnership objectives		EM, SAP	All	SRV, VicSport, Sports Central, VicHealth, SSO's, Local sporting clubs and associations, Federation University, ACU, Victoria University, Private providers and NFP's, Visit Ballarat	2020 Q3	Ongoing	Relationships established and agreed partnership objectives delivered	🟢	On going																										

Proposed Working Groups:	Initiatives
1 Business Improvement and IT	1.1, 1.2.1, 1.2.2, 1.3, 1.3.1, 2.1, 3.3.1, 4.1, 7.1
2 Media and Communications, Civic Support, Executive Leadership Team	1.4, 4.5, 4.5.1, 6.1, 6.6, 7.1
3 Engaged Communities, Active Ageing, Intercultural Communities, Children and Family Services, Youth Services, Learning and Community Hubs, Safety Risk and Insurance, Community Events, Ballarat Aquatic and Leisure Centre, Events and the Arts, Youth Services	1.4, 1.6, 2.2, 2.4.1, 2.4.2, 3.2, 3.3.1, 3.5, 4.2, 4.2.1, 4.3, 4.4, 5.3, 6.1, 6.2, 7.1
4 Facilities Maintenance, Properties, Major Projects, Assets, Infrastructure, Parks and Gardens, Economic Partnerships	1.6, 2.6, 3.1.3, 4.1, 4.2, 4.2.1, 4.3, 4.4, 5.1.1, 6.4, 7.1

Team Summary



Filter	Strategy	Budget (\$'000)	Owner	Team	Partners	Commence	Deadline	Key/Status/Notes	Status	Comments on status	SA	TA	W	MAC	CI	ELT	EA	IC	CRPS	LACS	SH	CC	BACC	EAA	YS	PMG	PM	P	MP	A	L	OP	
1.1.1	Develop partnerships with our business improvement and IT teams		SAP	SAI, IT, B	City of Ballarat	2019 Q3	2019 Q4	Relationship established with general partnership objectives			1	1	1																				
1.5	Investigate a series of 4-5 potential opportunities for increased incidence City of Ballarat staff activity		Part	SAI, SA, IC	City of Ballarat	2019 Q3	2019 Q4	Establishment 2 new internal activity projects			1																						
1.2	Develop a functional working group across Council to assist with implementation		EM, SAP	AE	City of Ballarat	2019 Q3	2019 Q4	Regular meeting to monitor progress			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
1.3	Explore capabilities of IM/Strategic Manager		OSP	SAI	City of Ballarat	2019 Q3	2019 Q4	Identify future			1																						
1.1	Build relationships with external universities and education institutions	N/A	EM	SAI, IT, B	Federation University, ACU, Victoria University	2019 Q3	2020 Q3	Relationship established with agreed partnership objectives			1	1	1																				
1.1.2	Target three institutions - Federation University, ACU, Victoria University	N/A	EM	SAI	Federation University, ACU, Victoria University	2019 Q3	2020 Q3	Relationship established with agreed partnership objectives	Linked to Pillar 5 - Increasing volunteer engagement and sustainability		1																						
1.1.1	Build on the work done with Disability to develop a "one stop shop" for sport and active recreation opportunities		Part	SAI, IT, B	Disability	2019 Q3	2020 Q3	Local groups to participate per year			1	1	1																				
2.2	Develop and nurture respectful and cross-cultural relationships with historic, state and local sports associations and clubs		Part and SA	SAI, IC	SSO, NSO, and local clubs	2019 Q3	2020 Q4	Relationship established with agreed partnership objectives			1																						
4.5	Create a movement, through a brand and communications strategy to enhance the profile of active recreation amongst the community		EM	SAI, MAC, CS	City of Ballarat	2019 Q3	2020 Q3	Increased communication of Active Ballarat message amongst Councilors, ELT, external media and city			1																						
4.1.1	Increase awareness and understanding of the importance of being physically active and the investment is required in unstructured recreation		EM	SAI, MAC, CS	City of Ballarat	2019 Q3	2020 Q3	Increased communication of Active Ballarat message amongst Councilors, ELT, external media and city	Include non traditional areas such as barriers, theatres and the arts and look at opportunities to partner cultural programs with activity		1																						
4.6	Link our events, tourism, investment and infrastructure to improve our residents to be more active		EM	SAI, MAC, CS	Visit Ballarat	2019 Q3	2020 Q4	Increased communication of Active Ballarat message amongst Councilors, ELT, external media and city	Linked to Pillar 4		1																						
2.3	Continue to forecast demand with appropriate capital investment - with an emphasis on shared and multi-use facilities	\$ 4,500,000.00	SAI and SAP	SAI	City of Ballarat, VIC State Government	2018 Q3	2020 Q4	Review investment capital funding response to 4.5.1.1 annually			1																						
2.6	Embed whole-of-life costs into planning for active recreation investment and assets		SAI, SAP	PM, MAC, MP, A	City of Ballarat	2019 Q3	2020 Q3	Collaborative approach (including budget allocation)			1																						
3.2	Lead and support program delivery with inactive/overweight/mentally/marginalised segments and groups		Part	SAI, IC, SA, AA	City of Ballarat, Nicholas, SP, local sporting clubs and associations	2019 Q3	2020 Q4	Identify 2 potential programs and 3 partnerships with general partnership objectives	Review annually		1																						
3.2.1	Collaborate internally to maximise opportunities for activity conducted at all peak times at Council facilities		Part	SAI, IC, SA, AA	City of Ballarat	2019 Q3	2020 Q3	Identify 2 potential programs and 3 partnerships with general partnership objectives			1																						
2.4.1	Expand community use opportunities across the whole municipality to engage inactive residents and community groups, including (but not limited to) dance, calisthenics, gymnastics, martial arts, karate, yoga, pilates, Tai chi etc.		Part	SAI, MAC, SA, IC, EA	Local sporting clubs and active recreation groups	2019 Q3	2020 Q4	Identify 2 potential programs and 3 partnerships with general partnership objectives			1																						
2.4.2	Explore and understand current offers and opportunities to assist in ongoing monitoring and activity metrics		Part	SAI, MAC, AA, EA, IC	City of Ballarat	2019 Q3	2020 Q4	Identify all engaged partners in Council owned/managed facilities			1																						
3.1.1	Understand current female participation by sport		SAP, Part	SAI	Federation University, Local sporting clubs and associations	2019 Q3	2020 Q4	Identify targets to increase female participation by sport			1																						
3.1.2	Understand current female participation in active recreation programs		SAP, Part	SAI	Federation University, Local sporting clubs and associations	2019 Q3	2020 Q4	Identify targets to increase female participation for each activity program			1																						
3.1	Continue to invest in the Active Women and Girls Strategy including participation and active lifestyle opportunities	\$ 40,000.00	SAP, Part	SAI	City of Ballarat	2019 Q3	2021 Q4	Identify and review actions set for 2020			1																						
1.1.3	Improve equitable access to facilities		SAI	SAI, MP	City of Ballarat, local sporting clubs and associations	2019 Q3	2021 Q4	Working towards making all facilities female friendly			1																						
4.2	Increase investment in our iconic community recreation and sporting assets to leverage opportunities for community engagement		SAP	SAI, IC, SA, AA, YS	City of Ballarat	2019 Q3	2021 Q3	Identify 3 key icons for additional investment			1																						
4.2.1	Increase investment in our public open spaces to leverage opportunities for community engagement		SAP	SAI, IC, SA, AA, YS	City of Ballarat	2019 Q3	2021 Q3	Identify 3-5 projects across the city			1																						
4.4	Identify asset investment requirements to improve footpaths, accessibility, safety and engagement with community spaces		SAI	SAI, IC, MP, IC, AA, YS	City of Ballarat	2019 Q3	2021 Q3	Deliver all identified projects from 4.2 and 4.2.1	Links to with 4.2		1																						
4.7	Maximise existing open spaces and facilities for multi-use/multi-purpose		SAP, Part	SAI	City of Ballarat	2019 Q3	2021 Q3	Identify a minimum of four opportunities that may be opened for multi-use	Linked to 4.5 - partner with private providers		1																						
4.1	Invest in data and technologies with our partners to better understand relevant physical activity and active recreation participation		SAP	SAI, B and SP	City of Ballarat, Federation University, ACU, Victoria University	2019 Q3	2021 Q4	Implement automated data collection and collection infrastructure participation to inform Council investment/strategic planning	Link to with Strategic Plan		1																						
1.2	Explore new business and delivery models including public/private partnership, corporate sponsorship, government, philanthropic and other NFP providers		Part	SAI	Private providers, NFP, SAP	2019 Q3	Ongoing	Minimum of 2 new funding partners identified each year			1																						
4.3	Ensure any assets/infrastructure built for recreational events leave a lasting legacy, and become a highly active community asset		EM, SAI, SAP	SAI	SSO, NSO, Sports Central, SSO's	2019 Q3	Ongoing	Identify and build on all existing National/State level events			1																						
1.2.2	Link to with the Smartest Cities project	\$ 10,000.00	SAP in partnership with B	SAI, IT, B	City of Ballarat	2019 Q3	TBC	Develop a transition building relationship objectives, establish relationship with agreed partnership objectives			1	1	1																				
1.3	Explore digital technologies to drive community engagement, active participation and education		SAP in partnership with B	SAI, IT, B	City of Ballarat	2020 Q3	2020 Q4	Identify a potential technology solution			1	1	1																				
1.4	Ensure a diverse range of communication mediums to reach all of the community - particularly those with poor access to technology and/or low digital literacy		Part	SAI, MAC, IC, AA, IC, CS	City of Ballarat	2020 Q3	2020 Q4	Identify metrics for each platform to measure engagement			1																						
1.5	Test a series of innovative programs and games through libraries and other club spaces to engage the community in physical activity		Part	SAI, SA, SA, SA, SA, SA	City of Ballarat	2020 Q3	2020 Q4	Identify 5 new programs and pilot 2			1																						
2.4	Develop partnerships with a range of private providers and NFP organisations		SAP	SAI	Private providers and NFP's	2020 Q3	2020 Q4	Identify 5 potential opportunities and establish 2 partnerships with agreed partnership objectives			1																						
3.1.1	Develop a strategically aligned community sport and recreation event calendar that showcases opportunities for all residents to be active		SAI, B and SP	SAI, IC, CS	City of Ballarat, Visit Ballarat	2020 Q3	2021 Q4	Launch new calendar	Links to Pillar 2 and Pillar 5		1																						
3.4	Build and expand on our recent program support work for structured and unstructured physical activities		Part	SAI	City of Ballarat, local sporting clubs and associations	2020 Q3	2021 Q3	Document current practices and identify gaps and opportunities	Identify potential partners and existing technologies to assist in monitoring unstructured		1																						
6.1	Develop a national and state sport and events program across all ages and demographics		EM	SAI, EA, ELT	City of Ballarat	2020 Q3	2021 Q3	Increase the number of national/state events by 2 per year	Link high performance review to identify opportunities that will support talent development		1																						
6.2	Partner with Visit Ballarat to leverage opportunities for local tourism bodies		EM	SAI, EAA	Visit Ballarat	2020 Q3	2021 Q3	Quantify the economic impact of new national/state events	Identify opportunities that will support talent development		1																						
1.6	Where possible, invest in facilities to improve access, safety, comfort and service levels for all of our community		SAP and SA	EM, B, IC and CS	City of Ballarat	2020 Q3	2021 Q4	Identify 5 new opportunities and pilot 2			1																						
4.3	Identify opportunities/events for active and passive recreation in club spaces and the CBD		SAP and Part	SAI, YS, IC, EA, EAA	City of Ballarat	2020 Q3	2021 Q4	Identify 3-5 events across the city and implement 1 per year			1																						
5.1.1	Influence our traditional sport partners to increase accessibility to facilities		SAP	SAI, PM, P	Local sporting clubs and associations	2020 Q3	Ongoing	Increase in number of community groups that use			1																						



Q x Q Summary

Completed	✓
On track	🟢
Falling behind	🟡
Not started	🔴



Pillar	Strategy	Budget (\$'000)	Owner	Team	Partners	Commence	Deadline	KPI/Success Metric	Status	Comments on status	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1	2021 Q2	2021 Q3	2021 Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4		
1.2.1	Develop partnerships with our business improvement and IT teams		SAP	SAL, IT, BI	City of Ballarat	2019 Q3	2019 Q4	Relationship established with agreed partnership objectives	✓	Linked to Pillar 5 - increasing volunteer engagement and sustainability																												
3.5	Investigate a series of 5-6 (notional) opportunities for increased incidental City of Ballarat staff activity			Part	SAL, SRV, EC	City of Ballarat	2019 Q3	2019 Q4	Implement 2 new internal activity initiatives	✓	numerous activities implement b Recreation Services program officers																											
7.1	Develop a functional working group across Council to assist with implementation		EM, SAP	All	City of Ballarat	2019 Q3	2019 Q4	Regular meeting to monitor progress	🟢	Established - reviewed yearly																												
3.3	Explore capabilities of IMS Reserve Manager		CDP	SAL	City of Ballarat	2019 Q3	2020 Q1	Identify future capacity of system	🟢	Interest being shown from other departments in the capacity																												
	Build relationships with external universities and education institutions	N/A	EM	SAL, IT, BI	Federation University, ACU, Victoria University	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives	✓	On going strong relationship developed																												
1.1.2	Target three institutions - Federation University, ACU, Victoria University	N/A	EM	SAL	Federation University, ACU, Victoria University	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives	✓	Linked to Pillar 5 - increasing volunteer engagement and sustainability																												
1.3.1	Build on the work done with OzBuddy to develop a "one stop shop" for sport and active recreation opportunities		Part	SAL, IT, BI	OzBuddy	2019 Q3	2020 Q2	10% growth in participants per year	✓	Ongoing																												
2.2	Develop and nurture respectful and intercultural relationships with national, state and local sports associations and clubs.		Part and SAI	SAL, IC	SSO's, NSO's, and local clubs	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives	🟢	On going																												
4.5	Create a movement, through a brand and communications strategy to enhance the profile of active recreation amongst the community		EM	SAL, MAC, CS	City of Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councilors, ELT, external media and SRV	✓	Womens Network (AWAGS)																												
4.5.1	Increase awareness and understanding of the importance of being physically active and why investment is required in unstructured recreation		EM	SAL, MAC, CS	City of Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councilors, ELT, external media and SRV	🔴	Include non traditional areas such as libraries, theatre and the arts and look at opportunities to partner cultural programs with activity																												
6.6	Link our events, tourism, investment and infrastructure to inspire our residents to be more active		EM	SAL, MAC, CS	Visit Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councilors, ELT, external media and SRV	🟢	Linked to Pillar 4 - Organisational approach																												
2.3	Continue to forecast demand with appropriate capital investment - with an emphasis on shared and multi-use facilities	\$ 4,500,000.00	SAI and SAI	SAL	City of Ballarat, SRV, State Government	2019 Q3	2020 Q3	Secure recurrent capital funding (minimum \$4.5M annually)	✓																													
2.6	Embed whole-of-life costs into planning for active recreation investment and assets		SAI, SAP	FM, PAG, MP, A	City of Ballarat	2019 Q3	2020 Q3	Lead a collaborative approach (including budget allocation) across all new projects	🟢	Contributed to the develop of Community Infrastructure Planning Policy Developed. Work with B&F and EC to ensure a collaborative approach																												
3.2	Lead and support program delivery with inactive/disengaged/minority/marginalised segments and groups		Part	SAL, IC, BAI, AA	City of Ballarat, VicHealth, SRV, local sporting clubs and associations	2019 Q3	2020 Q3	Identify 5 potential groups and establish 2 relationships with agreed partnership objectives	🟢	Review annually																												
3.2.1	Collaborate internally to maximise opportunities for activity conducted at off-peak times at Council facilities		Part	SAL, IC, BAI, AA	City of Ballarat	2019 Q3	2020 Q3	Document current activities and identify gaps and opportunities	🟢	Working with Engaged Community regarding community facilities framework which will help identify the																												
2.4.1	Expand community use opportunities across the whole municipality to engage inactive residents and community groups, including (but not limited to) dance, calisthenics, gymnastics, martial arts, futsal, yoga, pilates, Zumba, Tai Chi etc.		Part	SAL, BAI, AA, EP, IC	Local sporting clubs and active recreation groups	2019 Q3	2020 Q4	Identify 5 potential opportunities and establish 2 relationships with agreed partnership objectives	🟢	Covid-19 Slowed this process will pick up in 2021																												
2.4.2	Explore and understand current offers and opportunities to assist in ongoing monitoring and activity metrics		Part	SAL, BAI, AA, EP, IC	City of Ballarat	2019 Q3	2020 Q4	Identify all engaged activities in Council owned/managed facilities	🟢	Working closely with Engaged Community through the Casino program																												
3.1.1	Understand current female participation by sport		SAP, Part	SAL	Federation University, Local sporting clubs and associations	2019 Q3	2020 Q4	Develop targets to increase female participation by sport	✓																													
3.1.2	Understand current female participation in active recreation programs		SAP, Part	SAL	Federation University, Local sporting clubs and associations	2019 Q3	2020 Q4	Develop targets to increase female participation for each activity/program	🟢	On track and ongoing																												
3.1	Continue to invest in the Active Women and Girls Strategy, including participation and active lifestyle opportunities	\$ 40,000.00	SAP, Part	SAL	City of Ballarat	2019 Q3	2021 Q4	Monitor and achieve actions set out in AWGS	🟢	On track and ongoing																												
3.1.3	Improve equitable access to facilities		SAI	SAL, MP	City of Ballarat, local sporting clubs and associations	2019 Q3	2024 Q4	Striving towards having all facilities female-friendly	🟢	On track and ongoing: Significant focus in infrastructure provision re: female friendly facilities																												
4.2	Increase investment in our iconic community recreation and sporting assets to leverage opportunities for community engagement		SAP	SAL, EC, AA, EP, YS	City of Ballarat	2019 Q3	2025 Q1	Identify 3 key iconic venues for additional investment	🟢	Number of infrastructure project currently underway i.e. City Oval grandstand/facility upgrade																												
4.2.1	Increase investment in our public open spaces to leverage opportunities for community engagement		SAP	SAL, EC, AA, EP, YS	City of Ballarat	2019 Q3	2025 Q1	Identify 3-5 precincts across the city	🟢	First sites activated with Disc Golf (Vic Park) & Fitness Equipment Lake Wendouree																												
4.4	Identify asset investment requirements to improve linkages, accessibility, safety and engagement with community spaces		SAI	SAL, I, MP, EC, AA, EP, YS	City of Ballarat	2019 Q3	2025 Q1	Delivery of identified projects from 4.2 and 4.2.1	🟢	Links in with 4.2																												
4.7	Maximise existing open spaces and facilities for multi-use/multipurpose		SAP, Part	SAL	City of Ballarat	2019 Q3	2025 Q1	Identify a minimum of four spaces/places that may be opened for multiple uses	🟢	On going																												
4.1	Invest in data and technologies with our partners to better understand informal physical activity and active recreation participation		SAP	SAL, BI and EP	City of Ballarat, Federation University, ACU, Victoria University	2019 Q3	2025 Q4	Implement automated data collection and understand unstructured activity participation to inform Council investment/programming/operations	🟢	Link in with Smarter Cities																												
1.2	Explore new business and delivery models including public/private partnership, corporate sponsorship, government, philanthropic and other NFP providers		Part	SAL	Private providers, SRV, NFP organisations	2019 Q3	Ongoing	Minimum of 2 new funding partners identified each year	🟢	On track and ongoing																												
6.3	Ensure any stadia/infrastructure built for state/national events leave a lasting legacy, and becomes a highly active community asset		EM, SAI, SAP	SAL	SRV, VicSport, Sports Central, SSO's	2019 Q3	Ongoing	Identify and build one new National/State level facility	🔴	On going																												
1.2.2	Link in with the Smarter Cities project	\$ 10,000.00	SAP in partnership with BI	SAL, IT, BI	City of Ballarat	2019 Q3	TBC	Develop a template outlining relationship objectives. Establish relationship with agreed partnership objectives	🟢	Ongoing more work to be done around agreed partnership objectives																												
1.3	Explore digital technologies to drive community engagement, active participation and education		SAP in partnership with BI	SAL, IT, BI	City of Ballarat	2020 Q1	2020 Q4	Identify a potential technology solution	🔴	Not started																												





#### 8.4. BALLARAT LIBRARY REFURBISHMENT PROJECT

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Jenny Fink - Executive Manager Learning and Community Hubs

##### PURPOSE

1. The purpose of this report is to inform Council about the current state of the Ballarat Central Library Upgrade project, inclusive of works being brought into the scope of the project.
2. In addition, this report seeks Council consideration of an additional budget amount of \$4,596,000 toward the project to be spread over the 2021/2022 and 2022/2023 financial years, which combined with the existing \$1.9M commitment from Council and \$500,000 from State Government, would bring the total budget commitment for the project to \$6,996,000.

##### BACKGROUND

3. On 26 June 2019, Council adopted the 2019/20 budget which included a commitment of \$1.9 million over two years for the Ballarat Central Library upgrade.
4. A further \$500,000 was obtained from the Department of Jobs, Precincts and Regions (DJPR) through the Living Libraries Infrastructure program.
5. The current total project budget is \$2.4M.
6. The original Quantity Survey (QS) report was based on the planned renovation to the building, IT upgrade, furniture fit out, contingencies and other associated costs. The initial estimated cost of the project was \$2.6M, and through value management that was reduced to \$2.4M, which became the adopted total project cost.
7. The original QS report estimated the cost of the renovation works, but was not expected to look at the current state of the building or the mechanical and other upgrades. However, it has since been determined that the proposed works have triggered upgrades to the mechanical equipment, electrical systems, fire services, change of use upgrades, roof replacement, and lift upgrade.
8. In order to achieve the intended outcomes of the project for the community in using the Library, these works must be undertaken and therefore need to be added to the scope of the project.
9. It was identified that adding these works to the scope of the project significantly increased the cost, and therefore the project has been paused to allow Council to consider the financial impact of the change to scope, and options for progressing the project which are presented in this report.
10. The financial impact of the additional works at current market conditions have been assessed through a new QS, with the total project cost now being \$6.996 million.

11. If Council endorses the new full project scope at a total budget of \$6.996M, an additional commitment of \$4.596M is required. If approved, the \$4.596M will be budgeted across both the 2021/22 and 2022/23 financial years given the duration of the construction phase of the project.
12. The original core scope for the project (apart from the aforementioned areas that have been removed) remains unchanged and is outlined for Council's information in Attachment A.

## ISSUES / DISCUSSION

### **Summary**

13. The Ballarat Library refurbishment has progressed to the design phase of the project. Further works have been put on hold due to investigation into the library's mechanical system, change of use, and other costs associated with previously out of scope works.
14. This report outlines the following:
  - The objectives of the project and original intent to deliver community benefit remains the same, however significant works to upgrade mechanical equipment, electrical systems, fire services, change of use upgrades, roof replacement, and lift upgrade needed to be addressed.
  - It is believed that the original QS report undervalued the cost of the scope and did not take into account the age of the building and the need for the upgrade to mechanical systems. Some have been caused and are triggered by works to be undertaken. Some are caused by the age and condition of the building. Further work on the project cannot be undertaken without addressing these essential upgrades, and as a result they have been added to the scope of works for the project.
  - This report requests that Council consider an additional \$4,596,000 in the 2021/2022 and 2022/2023 financial years in addition to the original project budget of \$2,400,000.
  - Given the impact to budget the new scope of works creates, a number of options are presented in this report for Council's consideration.

### **Current state of the project**

15. The project has currently moved through the design stage and is now in a hold state. At this point in time approximately \$240,000 has been spent on the project.
16. Planning commenced on the library project in December 2019 with an EOI released for a potential architect for the design of the library. In March 2020 Studio Hollenstein were the successful architects appointed to produce the concept and final design of the library.
17. Initial costing received highlighted several areas of concern in relation to the proposed budget for the building which included recommendations to further investigate costs associated with the following:

- A mechanical upgrade of services.
- A new roof.
- An electrical service upgrade.
- Lift maintenance and upgrade.
- Fire services upgrade.
- Change of use costs.
- An allowance for a building BMS (Building management system).

18. Further work to understand the actual costs of the library refurbishment was undertaken using the following contractors:

- A detailed cost plan was undertaken by Zinc Cost Management.
- A mechanical cost plan was undertaken by CardnoTGM.

### Proposed Costs

19. The final costs for the proposed project are \$6,996,000, this is a variation of \$4,596,000 to the original amount.
20. A breakdown of all costs associated with the options outlined in this report can be found in Attachment B.
21. It should be noted that in addition to this report Library carparking remains as an issue. Currently Council Officers are working on a parking solution for Market Street which is adjacent to the Ballarat Library. A report will be tabled at a future Council meeting outlining this in more detail.

### KEY MATTERS

#### Options

22. A number of options are detailed for Council's consideration below. These options are presented so that Council can determine a preferred way forward for the project. The options include the upgrade to the mechanical system, staging the project works and a commitment to completing the whole project and realising the vision for the future Ballarat library.

<b>Option 1</b>	<b>Address the mechanical upgrade of the library only.</b>
<b>Pros</b>	<ul style="list-style-type: none"> <li>• The library reaches a compliant stage with regulatory bodies.</li> <li>• The library becomes more cost efficient as a result of the upgrades to the heating, cooling and solar electrical systems.</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>• The \$500,000 Living Libraries Infrastructure funding will need to be returned.</li> <li>• The design vision and full potential of the library is not realised.</li> <li>• The community does not gain any visible benefit from the upgrade, however savings of approximately \$1.2M will be made over a 20-year period because of the upgraded systems.</li> <li>• The Library will still need to be upgraded in the future to ensure that it remains relevant to the community.</li> <li>• Facilities such as toilets, kitchens and baby change rooms will need to be upgraded within the next 5 years.</li> <li>• Negative publicity.</li> </ul>

	<ul style="list-style-type: none"> <li>Large cost commitment for Council to consider.</li> </ul>	
<b>Risks/ Dependencies</b>	<ul style="list-style-type: none"> <li>Reputational risk.</li> <li>There is no option not to do anything as existing mechanical issues must be addressed, the replacement of the roof will trigger many of these mechanical upgrades.</li> <li>The library lifespan in its current state is less than 5 years.</li> <li>Costs will continue to escalate in line with market forces.</li> </ul>	
<b>Cost</b>	Overall cost	\$3,004,000
	Existing Council commitment	\$1,900,000
	<b>Budget request</b>	<b>\$1,104,000</b>
<b>Recommendation</b>	<b>Not Recommended</b>	

<b>Option 2</b>	<b>Use a staged approach to the refurbishment and update the ground floor as the first stage, inclusive of mechanical upgrades.</b>	
<b>Pros</b>	<ul style="list-style-type: none"> <li>The library reaches a compliant stage with regulatory bodies.</li> <li>The library becomes more cost efficient as a result of the upgrades to the heating, cooling and solar electrical systems.</li> <li>The library is refreshed and upgraded.</li> <li>Use of the library is expected to increase by a conservative 30% due to the major changes that will occur.</li> <li>Further upgrades to the first floor could be carried out at a later date, therefore allowing the total project cost to be managed across future budget considerations.</li> </ul>	
<b>Cons</b>	<ul style="list-style-type: none"> <li>The design vision and full potential of the library is not realised.</li> <li>The library remains very undersized for the whole of catchment population it serves.</li> <li>600m<sup>2</sup> on the first floor of the library will remain in original condition. Areas such as toilet facilities and a small kitchenette will need to be upgraded within the next 5 years.</li> <li>A variation request would need to be made with DJPR the funding body as the original funding application included expansion into this area.</li> <li>Large cost commitment for Council to consider.</li> </ul>	
<b>Risks/ Dependencies</b>	<ul style="list-style-type: none"> <li>There is no option not to do anything as existing mechanical issues must be addressed, the replacement of the roof will trigger many of these mechanical upgrades.</li> <li>The library lifespan in its current state is less than 5 years.</li> <li>Costs will continue to escalate in line with market forces.</li> </ul>	
<b>Cost</b>	Overall cost	\$5,812,000
	Existing Council commitment	\$1,900,000
	Living Libraries funding	\$500,000
	<b>Budget Request</b>	<b>\$3,412,000</b>

<b>Recommendation</b>	<b>Not recommended</b>
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<b>Option 3</b>	<b>Address the mechanical upgrade of the library and only upgrade the ground floor with no future plan to move into the first floor.</b>	
<b>Pros</b>	<ul style="list-style-type: none"> <li>• The library reaches a compliant stage with regulatory bodies.</li> <li>• The library becomes more cost efficient as a result of the upgrades to the heating, cooling and solar electrical systems.</li> <li>• The library is refreshed and upgraded.</li> <li>• Use of the library is expected to increase by a conservative 30% due to the major changes that will occur.</li> <li>• Reduces the total project cost in line with the reduced project scope, therefore capping the total budget required.</li> </ul>	
<b>Cons</b>	<ul style="list-style-type: none"> <li>• The design vision and full potential of the library is not realised.</li> <li>• The library remains very undersized for the whole of catchment population it serves.</li> <li>• 600m<sup>2</sup> on the first floor of the library will remain in original condition. Areas such as toilet facilities and a small kitchenette will need to be upgraded within the next 5 years.</li> <li>• A variation request would need to be made with the DJPR the funding body as the original funding application included expansion into this area.</li> <li>• Large cost commitment for Council to consider.</li> </ul>	
<b>Risks/ Dependencies</b>	<ul style="list-style-type: none"> <li>• There is no option not to do anything as existing mechanical issues must be addressed, the replacement of the roof will trigger many of these mechanical upgrades.</li> <li>• The library lifespan in its current state is less than 5 years.</li> <li>• Costs will continue to escalate in line with market forces.</li> </ul>	
<b>Cost</b>	Overall cost	\$5,812,000
	Existing Council commitment	\$1,900,000
	Living Libraries funding	\$500,000
	<b>Budget Request</b>	<b>\$3,412,000</b>
<b>Recommendation</b>	<b>Not Recommended</b>	

<b>Option 4</b>	<b>Commit to the total upgrade and refurbishment of the Ballarat Library.</b>	
<b>Pros</b>	<ul style="list-style-type: none"> <li>• The library reaches a compliant stage with regulatory bodies.</li> <li>• The library becomes more cost efficient as a result of the upgrades to the heating, cooling and solar electrical systems.</li> <li>• The library is refreshed and upgraded, and the full potential of the site is realised.</li> <li>• Use of the library is expected to increase by a conservative 30% due to the major changes that will occur.</li> </ul>	

	<ul style="list-style-type: none"> <li>The upgrades and design elements will significantly extend the life of the building.</li> </ul>	
<b>Cons</b>	<ul style="list-style-type: none"> <li>Negative publicity due to the total budget required.</li> <li>Large cost commitment for Council to consider.</li> </ul>	
<b>Risks/ Dependencies</b>	<ul style="list-style-type: none"> <li>Reputational risk</li> <li>There is no option not to do anything as existing mechanical issues must be addressed, the replacement of the roof will trigger many of these mechanical upgrades.</li> <li>The library lifespan in its current state is less than 5 years.</li> <li>Costs will continue to escalate in line with market forces.</li> </ul>	
<b>Cost</b>	Overall cost	\$6,996,000
	Existing Council commitment	
	Living Libraries funding	\$1,900,000
	<b>Budget Request</b>	\$500,000
		<b>\$4,596,000</b>
<b>Recommendation</b>	<b>Recommended</b>	

23. Outlined above are options for how Council may decide to approach the project. However, it is the recommendation of officers that Council pursue Option 4 and commit the additional budget required to enable the total project to be achieved.

## OFFICER RECOMMENDATION

24. That Council:

24.1 Endorse option 4 to deliver the full Ballarat Library project noting the total project budget at \$6,996,000, and

24.2 Refer the additional \$4,596,000 required to the 2021/2022 and the 2022/2023 budget process.

## ATTACHMENTS

- Governance Review [8.4.1 - 5 pages]
- Attachment A - Scope of the Ballarat Library Project [8.4.2 - 2 pages]
- Attachment B Options Budget [8.4.3 - 3 pages]

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. This project is specifically mentioned in the following City of Ballarat Strategic documents:
  - Council Plan 2017-2020 Liveability – Improve our community’s quality of life:
    - Develop a learning city by delivering targeted programs and projects including: Development of the Library Community Hub of the Future in the Ballarat CBD
  - City of Ballarat Budget – 2019/20

**COMMUNITY IMPACT**

2. It is anticipated that the expansion and upgrade of the Ballarat Library will make it a more desirable place to visit and use as the current library’s size has been constraining to many library customers. Moving into the first floor of the library will increase space by an additional 600sqm and allow for more tables and seating to be introduced. The relocation of the current children’s space to the large ex Australiana collection space will allow for the creation of an inspiring area that will promote discovery and play. A welcome addition will be the provision of a baby change and breastfeeding room. The new entrance will also provide more accessibility to library users.

The new space will specifically provide benefit through the following:

**Increase in Activities and Programs**

The space allows for increased activities and programs including:

- Increased STEAM learning programs in a dedicated maker space area.
- Regular screenings and performers in the performance space.
- Gaming facilities in the youth space.
- Overall increased programs for children and adults.
- Increased maker space activities.
- More digital literacy programs, in particular programs for older people.

**Increase in visitation**

Library staff conservatively estimate that the refurbished library will experience a 30% increase in use. If this occurs the Ballarat library can expect to receive approximately 2,000 visitors a day.

Note: pre-COVID visitation averaged 1,600 people per day.

**Age breakdown in relation to improved services**

Ballarat has an approximate population of 108,000, this is broken down into the following age groups showing a percentage of the population in relation to this group

Ages	Group	% of Population	How will this group benefit from this project?
0-11	Early/Middle Years	15%	<ul style="list-style-type: none"> <li>• Increased programs.</li> <li>• New children’s space.</li> <li>• Maker space.</li> <li>• Upgraded general facilities including baby change and breastfeeding room.</li> <li>• Outdoor recreational space.</li> <li>• Better intuitive design and wayfinding.</li> </ul>

12-24	Youth	16%	<ul style="list-style-type: none"> <li>• Dedicated youth space.</li> <li>• Maker space.</li> <li>• Increased programs.</li> <li>• Upgraded general facilities.</li> <li>• Large technology hub.</li> <li>• Integrated learning and study spaces.</li> <li>• Performance space.</li> <li>• Exhibition space.</li> <li>• Increased meeting rooms.</li> <li>• Coffee cart.</li> <li>• Increased seating.</li> <li>• Better intuitive design and wayfinding.</li> <li>• Increased access to powerpoints for personal Devices.</li> </ul>
25-59	General Workforce including young workforce, Parents, homebuilders and pre retirees	41%	<ul style="list-style-type: none"> <li>• Maker space.</li> <li>• Increased programs.</li> <li>• Upgraded general facilities.</li> <li>• Large technology hub.</li> <li>• Integrated learning and study spaces.</li> <li>• Performance space.</li> <li>• Exhibition space.</li> <li>• Increased meeting rooms.</li> <li>• Coffee cart.</li> <li>• Increased seating.</li> <li>• New entrance.</li> <li>• Better intuitive design and wayfinding.</li> <li>• Increased access to powerpoints for personal Devices.</li> </ul>
60-85 and over	Retirees, Seniors and Elderly	22%	<ul style="list-style-type: none"> <li>• Maker space.</li> <li>• Increased programs.</li> <li>• Upgraded general facilities.</li> <li>• Large technology hub.</li> <li>• Integrated learning and study spaces.</li> <li>• Performance space.</li> <li>• Exhibition space.</li> <li>• Increased meeting rooms.</li> <li>• Coffee cart.</li> <li>• Increased seating.</li> <li>• New entrance.</li> <li>• Better intuitive design and wayfinding.</li> <li>• Increased access to powerpoints for personal devices.</li> </ul>

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. The upgrade and refurbishment of the Ballarat library has a number of environmental sustainability features: Solar panels are proposed for installation on the roof, variable speed drives will be connected to the heating/cooling system, LED lighting will replace all current lighting in the building and materials used for the refurbishment will be environmentally friendly. These features in addition to the installation of a building management system and upgrades to mechanical systems will make a conservative saving of \$1.2 million over the next 20 years.



### ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The project benefit assessment in 2017 identified a range of key benefits that can be expected from the upgrade of the Central Library.

The benefits for Ballarat and the wider Central Highlands Region, include:

- Creation of an iconic community and cultural heart for Ballarat providing a catalyst for the redevelopment of the centre of Ballarat as a focal point for the region;
- Upgrade of existing library services to a world class accessible hub for lifelong learning, skills development and business development;
- Provision of functional and accessible new spaces for the demographically and culturally diverse community of Ballarat, providing high-quality creative spaces for social interaction, to foster community connectedness and social cohesion.

In addition, the upgrade of the Central library will influence the following outcomes:

- Increasing visitation through interaction with precinct (30%).
- Improvement to social connectedness and wellbeing (25%).
- Increased fit for purpose public spaces that are flexible in use (25%).
- Greater financial viability and efficiency of operation (20%).

### FINANCIAL IMPLICATIONS

5. The financial implications of the project are discussed in more detail in the body of the report. It should be noted that approximately \$240,000 of the original budget has been spent. The implications for each of the options are outlined below, the options presented allow for a staging of works over 2 financial years.

Option	2021/2022	2022/2023
Option 1	\$1,659,816 – Existing budget \$ 552,000 <b>\$2,211,816 - Total</b>	\$552,000 <b>\$552,000 - Total</b>
Option 2	\$2,159,816 – Existing budget \$1,706,000 <b>\$3,865,816 - Total</b>	<b>\$1,706,000 - Total</b>
Option 3	\$2,159,816 – Existing budget \$1,706,000 <b>\$3,865,816 - Total</b>	<b>\$1,706,000 - Total</b>
Option 4	\$2,159,816 – Existing budget \$2,298,000 <b>\$4,457,816 - Total</b>	<b>\$2,298,000 - Total</b>

### LEGAL AND RISK CONSIDERATIONS

6. Risk assessments have been undertaken throughout the building process to date, the primary risks that the project faces are outlined below:
  - Ageing asset.
  - Budget vs scope deliverables.
  - Mechanical infrastructure in need of upgrade.
  - Library not fit for purpose into the future (est. 3-5 year lifespan).
  - Reputational risk to Council.

### HUMAN RIGHTS CONSIDERATIONS

7. Is it considered that the report does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*

### COMMUNITY CONSULTATION AND ENGAGEMENT

8. Community consultation and engagement for this project has been undertaken over the last 10 years and includes:
  - Extensive investigation and community consultation conducted in 2016, 2013 and 2011 as part of *Civic Precinct Business Case - Needs analysis and concept development*. (Urban Enterprises 2017), *Ballarat Library and Community Hub Design Report* (Flightpath 2013) funded by RDV (\$60K) and *A Strategic Plan for Library Services 2012-2017* (2011), showed strong support and need for a refurbished Central Ballarat Library and Community Hub.
  - The Ballarat Library of the Future project was highlighted as a priority in the City of Ballarat Council Plan 2017-2021.
  - A strategic paper 'City of Ballarat Libraries of the Future Plan' was presented to Councillors in March 2019.
    - a. Specific objectives of the plan were to:
      - i. Develop a library infrastructure model to enable Council to deliver a best practice contemporary library service.
      - ii. Develop a sustainable model.
      - iii. Enable Council to set priorities and recommendations for future library infrastructure development based on evidence and analysis.
      - iv. A scoping exercise identified the current Ballarat library as the prime location for future library expansion and upgrade.
  - A library needs analysis and engagement process undertaken in 2016 benchmarked the Ballarat Library against other libraries such as Geelong, Bendigo and the hub in Docklands. The analysis showed Ballarat Library did not meet community needs because of the lack of:
    - Exhibition space/ gallery;
    - Events space;
    - Performance space;
    - Activity rooms;
    - Outdoor spaces;
    - Multi-purpose meeting rooms;
    - Youth area;
    - General square meterage.

Further deliberative engagement will be undertaken if the budget request to Council is successful. This engagement will be focused on the concept plan developed by Studio

Hollenstein and public feedback and comment will be obtained to ensure that the library design is the most optimal for the Ballarat community.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

9. No conflicts of interest have arisen in the preparation of this report.

**Attachment A – Scope of the Ballarat Library Refurbishment Project****Core scope:**

The Living Libraries Infrastructure Program - LLIP funding will be used for renovation, refurbishment and expansion of public spaces.

1. Relocate main entrance to face south, interacting with GovHub, Civic Hall and CBD, including required landscaping, access path, signage and carpark adjustments to suit.
2. Renew and refurbish internal spaces;
  - a. Paint, floor finishes, fittings, fixtures and other building refurbishment as required.
3. Adjustments to layout to maximise public space and create an efficient fit-for-purpose back-of-house space;
  - a. Small and large meeting spaces, and small and medium sized meeting rooms (with reasonable privacy) for public use.
  - b. A baby feeding/change lounge adjacent to the children's section with facilities to heat food.
  - c. A fully functioning digital hub with existing technology, including designated public PC spaces and capacity for further technology spaces.
  - d. Individual and group workspaces, collaborative learning spaces.
  - e. Expanded and upgraded children's section to enable the delivery of the Children's programmes, space for storytime events for 100 people, and create a dedicated 'discovery' space for Children within the CBD.
  - f. Expanded and upgraded youth section and youth space.
  - g. Designated performance/event space.
  - h. Kitchenettes for public use and in staff space.
  - i. Redevelopment of public amenities.
  - j. Provision of adequate space to convert an accessible public toilet space into a changing places toilet in the future when funding becomes available.
  - k. Maker space.
  - l. Efficient and fit for purpose spaces for on-site book sorting.
  - m. Library staff offices.
  - n. Remove larger circulation desk and replace with circulation pods.
  - o. Regional Sorting facility to be functionally retained.
  - p. Adjustments to services (mechanical, electrical hydraulic) to suit alterations to layout.
  - q. Coffee cart or beverage facilities.
4. Replacement of public furniture and provision of furniture for new spaces.
5. Replacement of some borrowing technology (RFID).
6. Upgrade of public technology offering.
  - a. New screens for collaborative learning space.
  - b. Children's PCs.
  - c. Projection equipment in dome.
7. ESD principles - to be reviewed by an engineer as part of architect's brief.

- a. Renewable energy – rooftop solar panels.
  - b. Non-toxic and sustainable building materials.
  - c. Recycled and recyclable carpet such as interface carpeting.
  - d. VEEC certified lighting.
  - e. Variable speed drives on existing pumps and air handling units – to be designed by mechanical engineer.
  - f. Installation of 4G smart sensors on water meters.
8. Signage – funding acknowledgement, wayfinding and branding.

**Desirable scope**

1. Lift – review of service life and upgrades as recommended.
2. Roof – review of service life and upgrades as recommended.
3. Outdoor lounge under colonnades.

**Project exclusions**

1. No increase in parking provision on or off site.
2. End of life replacement of mechanical equipment servicing the site.
3. Works to remove the weigh bridge and provide more public parking space in Market St are not in the scope of this project.

**Attachment B- Options Budget**

Description of Works	Unit	Quantity	Rate (\$/unit)	Option 1 - Nett Cost (\$)	Options 2 & 3 - Nett Cost (\$)	Option 4 - Nett Cost (\$)
Refurbishment of ground floor	m2	1,970	753	-	1,484,000	1,484,000
Refurbishment of first floor	m2	493	809	-	-	399,000
Refurbishment of existing amenities	m2	66	2,879	-	190,000	190,000
					<b>1,674,000</b>	<b>2,073,000</b>
<u>Services Infrastructure</u>						
Mechanical services including infrastructure upgrade	Item			620,000	620,000	620,000
Electrical services including infrastructure upgrade	Item			667,000	667,000	667,000
Allowance for BMS upgrade	Item			180,000	180,000	180,000
Fire services infrastructure upgrade	Item			190,000	190,000	190,000
Lift maintenance and upgrade	Item			250,000	250,000	250,000
Builder's preliminaries and overheads on Services Infrastructure	Item			180,000	180,000	180,000
Allowance to replace existing roof decking	Item			250,000	250,000	250,000
<u>Other Items - Client advised Costs</u>						
Signage - as advised by CoB	Item			-	70,000	70,000
Outdoor - as advised by CoB	Item			-	9,000	9,000
Coffee cart / area - as advised by CoB	Item			-	15,000	15,000
<b>Total Building Cost</b>		<b>2,529</b>	<b>1,844</b>	<b>2,337,000</b>	<b>4,105,000</b>	<b>4,504,000</b>

<u>External Works and Services</u>						
Landscaping and entry work	Item			-	112,000	112,000
Car park	Note			Excluded	Excluded	Excluded
Relocate or upgrade of existing services and infrastructure	Note			Excluded	Excluded	Excluded
Works outside site boundary	Note			Excluded	Excluded	Excluded
Abnormal ground conditions / site decontamination / remediation	Note			Excluded	Excluded	Excluded
				-		
<b>Total Building and External Works &amp; Services (refer Cost Plan Detail)</b>				<b>2,337,000</b>	<b>4,217,000</b>	<b>4,616,000</b>
<u>ESD Initiatives</u>						
Solar panels to roof - as advised by CoB	Item			-	160,000	160,000
<u>Contingencies &amp; Escalation</u>						
Staging of the works	Note			Excluded	Excluded	Excluded
Design contingency	Item		5.0%	104,000	206,000	239,000
Cost escalation (to Tender at October 2021)	Item		2.0%	44,000	87,000	100,000
Contract contingency	Item		10.0%	224,000	442,000	512,000
<b>Total Construction Cost (at October 2021)</b>				<b>2,709,000</b>	<b>5,025,000</b>	<b>5,627,000</b>
<u>Non-Construction Costs</u>						
Consultants fees	Item		9.0%	221,000	437,000	500,000
Client costs	Item		2.0%	49,000	97,000	113,000
Authority / headwork's charges	Item		1.0%	25,000	49,000	56,000

Audio visual / RFID/ IT equipment and infrastructure - as advised by COB	Note			-	100,000	200,000
Furniture, fittings and equipment	Note			-	250,000	500,000
Goods & Services Tax	Note			Excluded	Excluded	Excluded
<b>Total End Cost (at October 2021)</b>				<b>3,004,000</b>	<b>5,812,000</b>	<b>6,996,000</b>
<b>Variation to original budget</b>				<b>1,104,000</b>	<b>3,412,000</b>	<b>4,596,000</b>

\*Mechanical services upgrades include:

Full replacement of existing mechanical system

- Replacement of fan coil units to adjust capacity to new load
- Modification of ductwork to suit new layouts
- Variable speed drives
- Modification of pipework
- New control system including valves and actuators
- New air-cooled chiller and associated pump
- Review of the boiler capacity

\*Electrical Services upgrades include:

- Allowances for lighting, emergency lighting, power, data etc
- Upgrade of main switchboard and retail meter
- Mechanical services switchboard
- Replacement of existing distribution boards
- Lighting control system



## 8.5. PUBLIC HOLIDAY

**Division:** Executive Unit  
**Director:** Evan King  
**Author/Position:** Cameron Montgomery – Executive Manager Governance and Risk

### PURPOSE

1. The purpose of this report is for Council to determine the dates for the public holiday for the Municipal district in lieu of Melbourne Cup Day, or as Melbourne Cup Day, for the years 2021 – 2024.

### BACKGROUND

2. In accordance with section 8A of the *Public Holidays Act 1993*, Council has the option of requesting a different public holiday for the municipal district in lieu of Melbourne Cup Day. This report proposes that Council consider targeted feedback from the community, stakeholders and business groups in determining the public holiday for the municipal district for the years 2021 – 2024.
3. In December 2012 Council endorsed a Ballarat Public Holiday Consultation and Engagement Plan, to guide Council's decision on the public holiday for 2013 – 2016 inclusive. The consultation process considered three public holiday options (Ballarat Show Day, Melbourne Cup Day and a proposed Eureka Day). Ballarat Cup Day was not considered as it had moved to a weekend.
4. As a result of this process, there were 4,214 public submissions, of which 66% supported Ballarat Show Day, 22% supported Melbourne Cup Day and 12% supported Eureka Day. Of 105 'other' submissions (written, verbal, tweets and Facebook) the preference was for Melbourne Cup Day (66%).
5. Subsequently, Ballarat Show Day was gazetted as the Municipality's preferred public holiday for 2013-2016, following a Council resolution in March 2013.
6. In 2017, Council considered the extensive community consultation previously undertaken and as such, undertook a targeted consultative approach. As a result, Council resolved (R93/17) to set Ballarat Show Day as the public holiday for the municipal district in lieu of Melbourne Cup Day, for the years 2017 – 2020.
7. The public holiday for 2020 was determined by Council to be Melbourne Cup Day (R184/20) as a result of the cancellation of the Ballarat Show Day due to Covid-19 restrictions.

### KEY MATTERS

8. At this stage, no request has been made to the Minister to appoint a day other than Melbourne Cup Day as a municipal public holiday for 2021 or beyond. Should there be an appetite to do this, the request must be put to the Minister no less than 90 days prior to the Melbourne Cup Day (in accordance with legislation). As such, the request would need to be made no later than 2 August 2021.

9. Whilst preparing for this report, Council Officers received feedback from the Ballarat Agricultural and Pastoral Society, who reported that they will not be seeking Council to declare Ballarat Show Day as the public holiday for the foreseeable future.
10. Given the community support demonstrated in previous consultations for Ballarat Show as the first preference, with Melbourne Cup as the second preference, it is envisaged that there will be community support for Council to make such a consideration to set Melbourne Cup as the public holiday for the municipal district.
11. Given the precedent set over the past two Council terms and the consistency of community opinion on the subject over the years, it is suggested that the decision also be applied to the years 2021-2024.

## OFFICER RECOMMENDATION

### 12. That Council:

- 12.1 Determine the dates for the public holiday for the municipal district as Melbourne Cup Day, for the years 2021 – 2024.

## ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The option for Council to set the public holiday is a legislative discretion.

**COMMUNITY IMPACT**

2. There are no identified community impacts regarding the subject of this report.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. There are no climate emergency or environmental sustainability implications regarding the subject of this report.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. There are no economic sustainability implications regarding the subject of this report.

**FINANCIAL IMPLICATIONS**

5. There are no financial implications for Council regarding the subject of this report.

**LEGAL AND RISK CONSIDERATIONS**

6. There are no legal or risk considerations regarding the subject of this report.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. Extensive consultation has occurred with Ballarat Show Day being the preference.

**GENDER EQUALITY ACT 2020**

9. There are no gender equality implications identified for the subject of this report

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

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



## 8.6. ROAD MANAGEMENT PLAN 2021 (V7)

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Darren Whitford - Coordinator Risk and Compliance

### PURPOSE

1. The purpose of this report is to adopt the revised City of Ballarat Road Management Plan 2021 (V7) and to adopt 15 May 2021 as the transition date from the Road Management Plan 2019 (V6) to allow sufficient time for system updates and transition to reflect any modified inspection and rectification requirements proposed.

### BACKGROUND

2. The purpose of the *Road Management Act 2004* is to reform the law in relation to road management in Victoria. It establishes principles relating to the management of roads by Road Authorities and sets out the rights and duties of road users. The Act imposes several specific obligations on Council as a "Road Authority". Council is required to establish appropriate asset management practices for its asset portfolio and needs to define and apply targets for asset maintenance. These include:
  - Establishing appropriate and affordable condition standards;
  - Identifying and assessing needs and setting priorities; and
  - Allocating public money to meet those needs and priorities.
3. These standards and targets may be included in a Road Management Plan and the plan may be used as evidence of the reasonableness of a road authority's position. The intention of the plan is to communicate with the community on Council's responsibility for the management, maintenance and repair of the assets forming the road network, footpath & trail network and related infrastructure.
4. The existing Road Management Plan 2019 (V6) was adopted by Council on 2 October 2019 (R250/19). Council has experienced significant improvement in compliance with the Road Management Plan over the past 4 years after the adoption of a significantly altered plan in April 2017.
5. Section 54 of the *Road Management Act 2004* and Part 3 of the *Road Management (General) Regulations 2016* require Council to conduct regular reviews of its Road Management Plan. The Road Management Plan Review Committee meets on a quarterly basis to review the adequacy of the current plan and Council's compliance with the plan. The current Council review is to be completed by 24 April 2021.
6. The purpose of this review includes, updating the plan to meet current organisational resources, redefining Councils' obligations under the Act and undertaking an analysis of road inspection frequencies, maintenance intervention levels and response times.
7. Changes to the plan have been proposed to allow for greater compliance relative to available resources. In addition, changes will provide an improved consistency with similar sized Councils based on a review of intervention response times.

## KEY MATTERS

8. Council's Road Management Review Committee, consisting of all relevant internal stakeholders, have met on a quarterly basis to discuss and review the plan.
9. The Road Management Plan Review Committee is recommending to Council that the proposed inspection frequencies and intervention response times are appropriate given Council's current resources.
10. In total, there are three (3) recommended major changes to standards applied and 2 minor administrative inclusions.
11. The specific changes and analysis are detailed in the attached Road Management Plan Review Committee Report.
12. In accordance with the requirements of Part 3 of the Road Management (General) Regulations 2016, a public consultation process was undertaken for a period of 28 days to seek public feedback on the content of the proposed Road Management Plan 2021 (Version 7). Notices were placed in the Government Gazette and The Ballarat Times Newspaper on Thursday 25 February 2021 advising the general public of the review and where the proposed plan can be viewed. No submissions were received.

## OFFICER RECOMMENDATION

### 13. That Council:

#### 13.1 Adopt the Road Management Plan 2021 (V7)

#### 13.2 Adopt 15 May 2021 as the transition date from the Road Management Plan 2019 (V6) to the Road Management Plan 2021 (V7)

## ATTACHMENTS

1. Governance Review [8.6.1 - 2 pages]
2. Road Management Plan Review Committee Report 2021 [8.6.2 - 6 pages]
3. Draft Road Management Plan 2021 Final Draft V7 [8.6.3 - 28 pages]

#### ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. A review of Council's Road Management Plan is a legislative requirement of the *Road Management Act 2004*

#### COMMUNITY IMPACT

2. The provision of a safe road and footpath network is an important component in minimising the risk of injury and death on Municipal roads and footpaths. Council have a legislated duty of care to maintain the road and footpath networks in a safe condition as far as reasonably practicable. This plan will assist Council in meeting this obligation.

#### CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. There are no climate emergency implications identified in the report. Frequent inspections and maintenance of the road and footpath network allow for a longer asset life and therefore reduce the environmental impact of wasted resources.

#### ECONOMIC SUSTAINABILITY IMPLICATIONS

4. A sustainable and safe road and footpath network is integral for the delivery of goods and services within the community as well as freedom and safety of transport for the community in order to access services. This plan allocates resources for the inspection and maintenance of the road and footpath network with a view to sustaining asset duration in accordance with budgeted plans.

#### FINANCIAL IMPLICATIONS

5. Intervention response times and inspection frequencies are designed within current resourcing. There are no additional financial resources required above budget estimates as a result of the proposed changes to the Road Management Plan

#### LEGAL AND RISK CONSIDERATIONS

6. The risk assessment and management strategies included within this Road Management Plan are designed to minimise the risk to the general public as well as the operational risk to Council. Council is exposed to increased risk of liability if non-compliant with the standards specified within the Road Management Plan. This matter will be a budget consideration for Council in framing future expenditure as the extent of road and footpath infrastructure extends across the municipality requiring increased resourcing. It is considered that the proposed changes to the Road Management Plan do not increase risk implications for Council.

#### HUMAN RIGHTS CONSIDERATIONS

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. The draft Road Management Plan 2021 (V7) and the Road Management Plan Review Committee Report were placed on public exhibition for a period of 36 days from 25 February 2021 in accordance with the legislation and regulations. Notices were placed in the Victorian Government Gazette and the Ballarat Times newspaper on 25 February 2021. The public exhibition period ceased on 1 April 2021. No public submissions were received.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

9. Council Officers affirm that no general or material conflicts of interest need to be declared in relation to the matter of this report.



Road Management Plan Review Committee 2019-2021

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**ROAD MANAGEMENT PLAN REVIEW  
COMMITTEE REPORT  
2021**

Road Management Plan Review Committee 2019-2021

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 Road Management Plan Review Committee 2019-2021
 

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### 1. INTRODUCTION

This report has been prepared to provide information and advice to Council, summarising the findings and recommendations of the Road Management Plan Review Committee and for Council to note and adopt the results of this review undertaken of its Road Management Plan 2019 (Version 6).

### 2. RATIONALE

The purpose of the *Road Management Act 2004* is to reform the law in relation to road management in Victoria. It establishes principles relating to the management of roads by Road Authorities and sets out the rights and duties of road users. The Act imposes several specific obligations on Council as a "Road Authority". Council is required to establish appropriate asset management practices for its asset portfolio and needs to define and apply targets for asset maintenance. These include:

- Establishing appropriate and affordable condition standards;
- Identifying and assessing needs and setting priorities; and
- Allocating public money to meet those needs and priorities.

These standards and targets may be included in a Road Management Plan and the plan may be used as evidence of the reasonableness of a road authority's position. The intention of the plan is to communicate with the community on Council's responsibility for the management, maintenance and repair of the assets forming the road network, footpath & trail network and related infrastructure.

The existing Road Management Plan 2019 (Version 6) was adopted by Council on 2 October 2019 (R250/19. Section 54 of the *Road Management Act 2004* and Part 3 of the *Road Management (General) Regulations 2016* require Council to conduct regular reviews of its Road Management Plan. The current review was completed on 16 February 2021.

The purpose of this review includes: updating the plan to meet current organisational resources; redefining and clarifying Councils' obligations under the Act; and undertaking an analysis of road inspection frequencies, maintenance intervention levels and response times.

Changes to the plan have been proposed to allow for greater consistency with similar sized Councils, and reviews of intervention response times to allow for greater compliance relative to available resources.

### 3. REVIEW COMMITTEE

Council's Risk and Compliance team facilitated a Road Management Plan Review Committee with the express aim of providing all relevant internal stakeholders with the opportunity to discuss and review the RMP6(2019). The Committee meets on a quarterly basis to review Council's compliance with the plan and discuss any recommended changes.

#### Committee:

Bridget Wetherall	Director Infrastructure and Environment
Vaughn Notting	Executive Manager Infrastructure
Steve Van Orsouw	Executive Manager Operations and Environment
Luke Ives	Coordinator Road Maintenance

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 Road Management Plan Review Committee 2019-2021
 

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Darren Whitford	Coordinator Risk and Compliance
Brooke Slater	Risk and Insurance Administration Officer
Mathew Morton	Coordinator Asset Management
Georgina Lane	Acting Supervisor Asset Surveillance
Daryl Wallis	Coordinator Parks and Gardens
Ben Ryan	Arborist
Mitch Kemp	Supervisor Arboriculture
Peter Brown	Team Leader Pathways and Drainage
Danny Joyce	Road Maintenance Scheduler

#### 4. SUMMARY

In accordance with the *Road Management Act 2004* (the Act) and the *Road Management (General) Regulations 2016*, Council must conduct a review of its Road Management Plan within 6 months of a general election. A review can however be conducted at any time and amendments made to the plan in accordance with the regulations.

The Road Management Plan Review Committee (RMPRC) was formulated for this purpose in September 2016 with a view to collaboratively review the current Road Management Plan and subsequent iterations, with all internal stakeholders represented. Meetings have been held on a quarterly basis with agendas and minutes recorded.

The wording and content of the current RMP6 (2019) were reviewed to ensure relevancy, clarity and legal requirements under the Act.

Inspection frequencies and intervention time frames were reviewed in accordance with current resources and then compared with Councils of a similar size including the City of Greater Bendigo, Warrnambool City Council and The City of Greater Geelong.

The Victorian Auditor General's Office (Local Government Insurance Risks July 2018) refers to the Road Management Plan as "the key document (Council) uses to reduce its Public Liability risk arising from its roads and footpaths—the most common cause of Public Liability claims for most councils."

Since the adoption of RMP (V5) 2017, there has been significant increase in Council's compliance with the Road Management Plan. Regular compliance meetings have identified some areas of the plan which require revision in order to further increase compliance levels. Non – compliance with the plan represents a significant risk to Council's ability to rely on statutory defences contained within the Act to public liability claims associated with the road and footpath network.

In total there are 3 major recommended changes to standards applied and 2 minor inclusions.

#### 5. PUBLIC CONSULTATION

In accordance with the requirements of Part 3 of the *Road Management (General) Regulations 2016*, a public consultation process was undertaken for a period of 28 days to seek public feedback on the content of the proposed Road Management Plan 2021 (Version 7)

Notices were placed in the Government Gazette and The Ballarat Times Newspaper on Thursday 25 February 2021 advising the general public of the review and where the proposed plan can be viewed.

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**6. PROCESS****Compliance**

The RMP 2021 (Version 7) was examined to determine compliance with the legislative requirements under:

- *Road Management Act 2004*
- *Road Management (General) Regulations 2016*
- Code of Practice for Road Management Plans September 2004

**Risk Management Principles**

The standards, processes and systems contained within the RMP 2021 (Version 7) were assessed utilising a risk based approach in accordance with AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines and Council's Risk Management Framework and policy.

**Accessibility**

The RMP is a publicly accessible document that needs to be easily understood by internal stakeholders and the wider community alike. Stakeholders/ Community may be unfamiliar with relevant legislation and/or risk management practices. Examination was conducted on clarity of text, tables and other information contained within the RMP(7) to determine its suitability.

**Comparison**

An important aspect of the review process is to ensure that Council's existing inspection and maintenance standards are reasonable and achievable. Council sets these standards based on available resources, both human and financial. A comparison of standards was made against similar sized Council's including:

- City of Greater Bendigo, Road Management Plan 2017 (Version 3)
- City of Greater Geelong, Road Management Plan 2018 (Version 7)
- Warrnambool City Council, Road Management Plan 2017 (Version 5)

**7. RECOMMENDATIONS**

RECOMMENDATION	RMPRC COMMENT	IMPACT ON RMP
1.A change in inspection frequencies for P3- Medium use footpaths from once per year to one every 18 months.	To provide greater coverage for inspections of low use footpaths. There has been a significant increase in the number of low use footpaths with estate development over the past few years. The decreased inspection frequency for medium use footpaths is not aligned to comparable Councils such as Bendigo, Geelong and Warrnambool who all have a 12 month inspection regime. It is however considered that the increased coverage for low use footpaths as a result of this resource reallocation, does not increase the risk of trips and falls within the municipality and the 18 month frequency is appropriate given current inspection resources.	Major- Standard variation

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2. A change in the rectification response times for unsealed primary and secondary access roads from 10 working days and 1 month respectively, to 2 months.	Differing treatments are required for pothole treatment on sealed and unsealed roads. From a resourcing perspective, rather than have staff attend an unsealed road to provide what essentially amounts to a temporary treatment on a particular defect, the recommendation is to extend the rectification response time so that grading of the road can occur and provide a more longer lasting defect treatment. As vehicles are usually driven at a slower speed on unsealed roads, the recommended response time is aligned with appropriate risk management practices.	Major – Standard variation
3. The inclusion of the defect “Vegetation intruding within an envelope over the road shoulder to the traffic lane with 3.5m height clearance”.	This defect accompanies the current defect of a 4.5 m height clearance for vegetation over the traffic lane and provides greater clarity to staff and contractors as well as greater protection to the tree asset.	Major – Standard inclusion
4. The inclusion of a diagram of typical vegetation clearance over roads and footpaths.	Provides greater clarity for the reader, staff and contractors.	Minor - administrative
5. The inclusion of the defect type codes from Confirm along side the description of the defect.	Provides greater clarity for the reader, asset inspectors and contractors.	Minor - administrative

## 8. CONCLUSIONS

The above recommendations will result in continued improvement to Council's compliance with its obligations under the *Road Management Act 2004* and allow for greater clarity for stakeholders.



# Road Management Plan

DOCUMENT NUMBER RMP:  
ISSUE: Version 7  
ISSUE DATE:  
CONTROL STATUS: Draft

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Road Management Plan

**APPROVAL**

FUNCTION	POSITION	NAME	SIGNATURE
Prepared by	Coordinator Risk and Compliance	Darren Whitford	
Reviewed by	Executive Manager Infrastructure	Vaughn Notting	
Approved by	Council –		

Notice of adoption in Victorian Government Gazette dated .....& The Ballarat Times on .....

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## Road Management Plan

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## Road Management Plan

## 1. Executive Summary

This Road Management Plan was prepared in accordance with the requirements of the Road Management Act 2004.

The purpose of the Road Management Act is to reform the law in relation to road management in Victoria. It establishes principles relating to the management of roads by Road Authorities and sets out the rights and duties of road users. The Act imposes several specific obligations on Council as a "Road Authority". Council is required to establish appropriate asset management practices for its asset portfolio and needs to define and apply targets for asset maintenance. These include:

- Establishing appropriate and affordable condition standards;
- Identifying and assessing needs and setting priorities; and
- Allocating public money to meet those needs and priorities.

These standards and targets may be included in a Road Management Plan and the plan may be used as evidence of the reasonableness of a Road Authority's position. The intention of this document is to communicate with the community on Council's responsibility for the management, maintenance and repair of the assets forming the road network, footpath & trail network and related infrastructure.

The plan has been divided into the following sections:

- Background
- Levels of Service
- Risk Management
- Plan Improvements & Monitoring Process
- References
- Road Network Hierarchy
- Schedules for inspection and intervention

### 1.1 Background

The City of Ballarat (Council) is a Road Authority under the Road Management Act 2004. The Road Management Plan is part of Council's suite of management documents and must be read in conjunction with the following:

- City of Ballarat Transport Asset Management Plan.
- City of Ballarat Tree Management Plan.
- Municipal Road Register.
- Footpath & Trail Register.
- Bridge Register.

In order to manage areas where responsibility may be unclear, Council has Demarcation Agreements with the following organisations:

- VicRoads.
- Moorabool Shire Council.
- Pyrenees Shire Council.
- Hepburn Shire Council.
- Golden Plains Shire Council.

This Plan is applicable to all roads, footpaths & trails, bridges and related infrastructure for which Council is responsible. In addition to Council's responsibilities, road users have obligations in the way they use and interact with these assets.



Road Management Plan

**1.2 Levels of Service**

In order to determine the needs of the community, Levels of Service have been developed. The Levels of Service are based on the following characteristics:

- Ease of travel;
- Safety;
- Visual impact;
- Cleanliness;
- Responsiveness; and
- Legislative compliance

**1.3 Risk Management**

A primary reason for asset management is to manage the risks to the community. The Risk Management approach is based on a three-step process:

1. Inspect the asset;
2. Identify anything that exceeds the stated Intervention Level; and
3. Implement the appropriate action within the required Response Time.

**1.4 Plan Improvement and Monitoring**

The Road Management Plan identifies actions for further improvements and monitoring. It must be noted that the Road Management Plan, Municipal Road Register, Footpath & Trail Register and Bridge Register are evolving documents to be reviewed and refined on an on-going basis.

This Road Management Plan supersedes all previous versions once adopted.

The history of the Road Management Plan is as follows:

<u>Version Number</u>	<u>Date Adopted</u>
1	8 December 2004
2	12 July 2006
3	24 June 2009
4	25 September 2013
5	12 April 2017
6	2 October 2019
7	.....

The Municipal Road Register and Footpath Register are reviewed and updated annually.

**1.5 Access to Documents**

As required under the Road Management Act 2004, these documents are available to the public at the following locations:

- Online at [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au); and
- Customer Service, “Phoenix building”, 25 Armstrong Street South, Ballarat Central.



## Road Management Plan

## 2. Background

### 2.1 General

Council is a Road Authority as defined in Section 37 of the Road Management Act 2004. This Road Management Plan has been created in accordance with the Road Management Act 2004.

Council is responsible for the care and maintenance of public roads within the municipality that are not the legislated or otherwise accepted responsibility of other Road Authorities. Acting as a Road Authority, Council must ensure that if a road is reasonably required for public use that it is kept open for public use and may, at its discretion, carry out work on the road. Council is under no obligation to do any specific work on any road and in particular, is not obliged to carry out any surface or drainage work on any road, other than specified in the Road Management Plan.

### 2.2 Definitions & Acronyms

**“Arterial Road(s)”** are Freeways, Highways & Declared Main Roads which are managed by the state Government through VicRoads.

**“Ballarat City Council”, “City of Ballarat” or “Council”** means the entity formally created under the provisions of the Local Government Act 1989 and is subject to that Act and any subsequent amendments.

**“Coordinating Road Authority”** is the organisation which has the responsibility to coordinate works. As a general rule, for freeways and arterial roads it is VicRoads, for municipal roads it is Council and for roads in national and state parks it is the Department of Environment, Land, Water and Planning. The Demarcation Agreements will identify which organisation is the Coordinating Road Authority.

**“Demarcation Agreement”** is a formal instrument between Council and another organisation that defines the areas of responsibility where the boundary may not be clearly identifiable.

**“DELWP”** Department of Environment, Land, Water and Planning.

**“Footpath”** is a formed area located on the road reserve used by pedestrians. It can be formed of concrete, pavers, asphalt, stone or similar material.

**“IAMS”** is an acronym for the Integrated Asset Management System. The IAMS is a methodology used for managing the asset portfolio and includes software, hardware, policies, procedures and processes for the sustainable management of all assets.

**“Infrastructure Manager”** is the person or body with responsibility for the provision, installation, maintenance or operation of non-road infrastructure in the road reserve, including Utilities and Providers of Public Transport.

**“Levels of Service” or “LoS”** is a measure of the performance of an asset. Levels of service must be meaningful and must address the issues that stakeholders believe to be important while meeting the technical parameters within Council’s resources. Further details can be found in the Asset Management Strategy and the Asset Management Plans.

**“Municipal Road(s)”** are roads for which Council is the Coordinating Road Authority. The Road Management Act 2004 imposes specific duties on Council with respect to the inspection, repair and maintenance of its municipal roads.

**“Other Road(s)”** include the following

- unused (paper) roads,
- roads in state forests & reserves;
- roads for which another organisation is the responsible road authority; and
- roads on private property.

**“Provider of Public Transport”** includes a rail corporation, a train or tram operator or a person providing a regular passenger service (e.g. a bus operator).

**“Road(s)”** are Municipal Roads as defined by the Road Management Act 2004.



## Road Management Plan

**“RMA”** is the Road Management Act 2004.

**“RMP”** is this Road Management Plan.

**“Shared Track”** any formed area outside the road reserve available for the general public for walking, running, cycling, horse riding or any other similar pursuit. It can be formed of concrete, pavers, asphalt, stone or similar material.

**“Traffic lane”** is a part of a roadway that is designated for use by a single line of vehicles, to control and guide drivers and reduce traffic conflicts. Most public roads have at least two lanes, one for traffic in each direction, separated by lane markings. On multilane roadways and busier two lane roads designations are made with road surface markings

**“Utility” or “Public Utility”** is the entity which provided, or intends to provide water, sewerage, drainage, gas, electricity, telephone, telecommunications or other like service.

**“Working Day”** is Monday to Friday, excluding weekends and public holidays.

**“Works Manager”** is the person or body that is responsible for the conduct of works in, on or under the road. For example, a contractor engaged by a Road Authority, Utility or private person.

**“Road Infrastructure”** is defined in the Act as the infrastructure which forms part of a roadway, pathway or shoulder including structures forming part of the roadway, pathway or shoulder; materials from which a roadway, pathway or shoulder is made.

### 2.3 Key Stakeholders

Our stakeholders include:

- Our community and visitors to our city;
- Our Councillors, Leadership Team, employees and volunteers;
- Contractor and Suppliers;
- Emergency Services;
- Other road authorities;
- The Commonwealth Government; and
- Victorian Government Departments.

### 2.4 Legal Basis for the Road Management Plan (RMP)

The RMP has been prepared pursuant to the requirements of the following legislation:

- Road Management Act 2004;
- Road Management (General) Regulations 2016;
- Road Management (Works and Infrastructure) Regulations 2015.

The RMP also considers the requirements of the following legislation:

- Local Government Act 1989;
- Road Safety Act 1986.

The RMP identifies Council’s responsibilities as a Coordinating Road Authority for roads, footpaths and bridges.

The RMP also identifies responsibilities and obligations which other persons or entities have as a result of legislation and case law.



## Road Management Plan

## 2.5 Applicability

This RMP will be applicable to the following:

- Any formed or unformed road within a road reserve, footpath or shared track open to and intended for use by the public.
- Any bridge or major culvert which incorporates a road, footpath or shared track crossing.
- Any concrete kerb abutting a footpath within the CBD
- The condition of any bluestone guttering, channel or spoon drain associated with a road or footpath.
- Any structure or facility located on the road reserve
- Any facilities or furniture relating to the road, footpath or shared track network including:
  - Safety signs
  - Guideposts
  - Safety barriers and fencing
  - Traffic controls and signals

Excluded from the RMP are the following:

- Any road, footpath or shared track not accessible to the general public;
- Any non-road infrastructure, facilities or furniture;
- Any asset not under control of Council;
- Any private stormwater outlet.
- Nature strips and landscaping in road reserve

## 2.6 The Integrated Asset Management System (IAMS)

To enable Council to effectively monitor and maintain its assets, the inventory of road, footpath & shared track networks and bridge & major culvert assets are kept in the IAMS.

The IAMS categorises the road, footpath & shared track networks into segments. Each segment in the IAMS is uniquely identified and assigned a category in the hierarchy relevant to its function and purpose. Further information relating to the IAMS can be found in the Asset Management Strategy and the relevant Asset Management Plans.

Selected details from the IAMS are extracted into the Municipal Road Register, Footpath Register and Bridge Register respectively.

The Information contained in the registers include:

- Description, Location and Segment;
- Surface Type (sealed, gravel or unformed);
- Hierarchy Category;
- Name of Coordinating Road Authority; and
- Date of responsibility.



## Road Management Plan

### 2.7 Demarcation Agreements

There are a number of roads which form the boundary between City of Ballarat and adjoining municipalities. In addition, there are approximately 100 kilometres of Arterial Roads within the municipality.

To formalise the responsibilities between Council and other organisations, Demarcation Agreements have been developed. Council has formal agreements with the following authorities:

- VicRoads;
- Golden Plains Shire;
- Moorabool Shire;
- Pyrenees Shire;
- Hepburn Shire; and
- VLine & VicTrack (Safety Interface Agreement)

The list of roads and responsibility of these assets is documented within the Municipal Road Register.

### 2.8 Exceptional Circumstances

Council will make every endeavour to meet all aspects of its Road Management Plan. However, in the event of natural disasters and other events including, but not limited to, fires, floods, droughts, a lack of Council staff or suitably qualified Contractors and the like, Council reserves the right to suspend compliance with its Road Management Plan pursuant to Section 83 of the Wrongs Act 1958. In such an event the Chief Executive Officer can instruct the relevant Council staff in writing to suspend all or part of timeframes and responses contained in this Plan. Once the events beyond the control of Council have abated, or if the events have partly abated, Council's CEO will advise the Officer responsible for Council's Road Management Plan which sections of Council's Road Management Plan are to be reactivated and when this is to occur.

### 2.9 Obligation of Road Users

#### 2.9.1 General Usage

Council is limited in its ability to ensure perfect driving conditions. Therefore it should be understood that road users have a responsibility when driving on a public road.

The Road Safety Act 1986 - Section 17A stipulates the obligations of road users as follows:

1. A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors, including (without limiting the generality) the:
  - a) physical characteristics of the road;
  - b) prevailing weather conditions;
  - c) level of visibility;
  - d) condition of the motor vehicle;
  - e) prevailing traffic conditions;
  - f) relevant road laws and advisory signs; and
  - g) physical and mental condition of the driver.
2. A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all relevant factors.
3. A road user must:
  - a) Have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of the other road users.





## Road Management Plan

- b) Have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve.
  - c) Have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.
4. In subsection (3), infrastructure manager, non-road infrastructure, road infrastructure and road reserve have the same meanings as in section 3(1) of the Road Management Act 2004.

### **2.9.2 Incident Claims**

If a person proposes to commence a proceeding in a court based on a claim in relation to an incident arising out of the use of a public road or infrastructure, the person must give written notice of the incident to the responsible road authority within the prescribed period (30 days.) of the incident occurring [Road Management Act, 2004 - Section 115(1)].

### **2.9.3 Maintenance and Safety of Assets not Owned by Council**

The public should be aware there are several assets within the road reserve that Council has no obligation to maintain.

For example:

#### **Private Roads**

Council has a role in supervising the construction of private subdivisional works that occur within the city. This ensures that assets are constructed to an appropriate standard and will not be an unreasonable maintenance burden.

Roads which are constructed as part of a subdivision are generally private roads until such time as the Statement of Compliance is finalised at which point they become public roads, pursuant to the Subdivisions Act 1997. There are some roads which remain privately owned and maintained. Private Roads and roads which are not available to the public are excluded from this plan. These roads are identified in the Municipal Road Register. Council has no maintenance obligations regarding these roads.

#### **Vehicle and Pedestrian Crossovers**

A vehicle crossover provides vehicular access to private property from the traffic lane to the property boundary. In the urban area, the crossover may consist of a concrete driveway and layback in the kerb and channel. In the rural area, the crossover may consist of a crushed rock pavement over a reinforced concrete pipe with concrete end walls. Vehicle crossovers are the responsibility of the abutting landowner and are constructed at the landowner's expense. Landowners are responsible for ensuring the cross overs are maintained in a safe condition. Landowners must obtain a permit and comply with Council specifications when constructing vehicle and pedestrian crossovers.

If a footpath is constructed in front of the property, Council is responsible for the section of footpath through the crossover, the landowner retains responsibility for the remainder of the crossover. If there is no constructed footpath, then the landowner is responsible for the entire crossover from the road edge to the property boundary.



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### **Private Stormwater Outlets**

Stormwater outlets are constructed to discharge water in the kerb, drain or channel. The stormwater outlet can be constructed from PVC, concrete or steel pipes and generally cross the road reserve at a shallow grade and depth. In all cases, the outlet should be constructed to Council standards and include works to minimise erosion and pollution of the receiving system.

Stormwater outlets are the responsibility of the property owner, on the basis that they are constructed to benefit the property and therefore the maintenance of these outlets including erosion and pollution control is the responsibility of the owner of the property.

### **Other Non-Road Infrastructure**

Public Utilities and Providers of Public Transport also have infrastructure located in the road reserve. These organisations have a responsibility to ensure these assets do not impact the primary function of the road.

### **2.9.4 Nature Strips and Landscaping**

Nature strips are those residual areas between the edge of the road or back of the kerb and the property boundary not occupied by the footpath and crossovers. These are normally sown to grass or, in some instances, the nature strip has been landscaped by the property owner. Any property owner wishing to alter a nature strip must first obtain Council approval.

Responsibility for maintenance of the nature strip in urban areas is generally left to the property owner. In some instances, urban nature strips not maintained by residents will be slashed by Council for the purpose of visual amenity. In rural areas, the road side slashing may occur for road safety or strategic fire breaks, although in some locations these areas are the responsibility of VicRoads or another Road Authority (as specified in the demarcation agreements).



## Road Management Plan

### 3. Levels of Service

#### 3.1 Asset Hierarchies

All assets are classified according to a hierarchy that considers the specific function, types of users and frequency of use. The hierarchy classification is used to assist in prioritising inspections, intervention responses and works.

The City has developed two hierarchies:

- Road network; and
- Footpath and shared track network.

A summary of each of these hierarchies is provided in Section 7.

#### 3.2 Stakeholder Consultation

Wherever practicable, input will be sought by way of stakeholder consultation. It is important that any decisions made are on the basis of what is deemed to be in the best interest of the community overall while not unreasonably disadvantaging any specific groups. In the event that there is a group that is disadvantaged, efforts will be made to recognise and address the deficiencies wherever practicable.

It is however vital that given the resources available, the community does not automatically expect changes to Levels of Service provision. The outcome of any stakeholder consultation is considered in the Transport Asset Management Plan reviews.

#### 3.3 Levels of Service

The process of identifying the appropriate Levels of Service has been documented in the Asset Management Strategy. The Levels of Service have been identified and developed from:

- Acquired knowledge of key infrastructure issues;
- Customer expectations;
- Council's Policies, Goals and Strategies;
- Legislative requirements and standards; and
- Available resources (funding levels, staffing, asset capacity).

The Levels of Service must be read in conjunction with:

- Relevant Asset Management Plan; and
- Road Maintenance Service Levels Agreement.

These documents explain the principles behind Levels of Service and the delivery of those targets in the field. Key Levels of Service for the networks, along with strategies to ensure they are achieved are shown below. To deliver these levels of service properly, a detailed set of "technical levels of service" have been developed that describe the standards to which the assets should be designed. Asset performance is measured against these standards, with performance indicators, (KPI's) used for reporting to Council.



## Road Management Plan

## 4. Risk Management

### 4.1 Approach

Council's Risk Management approach to asset management is documented in the Asset Management Strategy. The process of risk assessment is documented in the Transport Asset Management Plan Module 5 – Risk Prioritisation.

Council has developed a system for assessing risk through a three step process as follows:

1. Inspect the asset.
2. Identify anything that exceeds the stated Intervention Level.
3. Implement the appropriate action within the required response time.

### 4.2 Asset Inspections

One of the requirements of this approach is that Council regularly undertakes asset inspections to deliver maximum benefit from the capital and maintenance budgets. The frequency of the inspections is defined in section 7.4. The purpose of these inspections is to identify:

1. Existing defects that exceed the stated intervention levels and implement controls to manage the risk created by these hazards. Works are programmed in accordance with the relevant intervention time frame listed at 7.5.1 below.
2. Other deficiencies in the integrity of the asset that whilst not exceeding the stated intervention levels, may negatively affect the asset life. Capital works are programmed in accordance with the capital prioritisations process.

Asset inspections and surveys and the resulting information is required for competent management of the assets. Council has three inspection types: reactive; proactive and programmed condition inspections.

#### 4.2.1 Reactive Inspections

These inspections come about after Council is notified of:

1. An incident related to an insurance claim;
2. An unusual event such as:
  - i. Heavy loading of a bridge;
  - ii. Heavy rain for prolonged periods;
  - iii. Special events.
3. A report of an issue by the community; and
4. Identification of an issue by a Council employee whilst undertaking other duties.

**Within three working days of** Council becoming aware of an issue, the appropriate Council officer will carry out an inspection and confirm any defects or issues that exceed the intervention levels and refer these for further action in accordance with sections 4.3 and 7.5. Night time inspections of roads and off-street parking are conducted to assess the effective reflectiveness of road safety signs, road markings and reflectors.

#### 4.2.2 Proactive Inspection

These inspections are scheduled in accordance with section 7.4 to identify any defects that exceed the stated intervention levels. Any such identified defects will be referred for further action in accordance with section 4.3 and 7.5.



## Road Management Plan

### **4.2.3 Programmed Condition Inspections**

These inspections identify deficiencies in the structural integrity of the assets that whilst not exceeding the stated intervention levels, may negatively affect the asset life. The deficiencies may also impact on short-term level of service as well as the ability of that asset element to perform for the period of its intended life span. This condition information provides lifecycle management information essential to strategic long term planning. Further information on condition rating can be found in the Asset Management Strategy.

### **4.3 Intervention Level and Response Times**

For each asset, there is an approved intervention level and response time for each common defect type. The intervention level is based on the hierarchy and identifies the threshold which, once exceeded, will trigger a response. The intervention levels are summarised in Schedule 7.5

For each defect type, there is also an approved response time. This is the maximum time from the time the defect is recorded to the completion of remediation works. The response times are summarised in Schedule 7.5

There are three levels of intervention/response being:

- Emergency response;
- Temporary repair; and
- Programmed maintenance.

#### **4.3.1 Emergency Response**

Emergency response are works needed to be undertaken outside the programmed works to ensure the immediate safety of road users and the public as a result of an emergency incident. Emergency works include traffic incident management, responses to fires, floods, storms and chemical spillages, and assistance under the Victorian State Emergency Response Plan and Municipal Emergency Management Plan.

#### **4.3.2 Temporary Repair Actions**

Temporary works are undertaken to reduce the risk of an incident occurring until such time as programmed maintenance can be completed. Response times and measures (eg. warning signs, flashing lights, safety barriers or other appropriate temporary measures) are determined based on the risk to safety and the type, volume and nature of road usage.

#### **4.3.3 Programmed Maintenance Standards**

Programmed maintenance is based on agreed asset performance targets, defect intervention levels and response actions (based on risk assessment) for a particular asset element (eg. road, footpath, bridge). Intervention levels, response times and standards vary in line with the hierarchy.

### **4.4 Maintenance Service Level Agreement**

The City of Ballarat internal Road Maintenance Unit, provides maintenance activities as documented in the Road Maintenance Service Levels document. The Levels of Service are necessary to meet Council and community expectations and form an integral component of Council's Road Asset Management Plan.



## Road Management Plan

The tasks generally comprise the activities which are described as routine maintenance of road and street pavements, road furniture and roadsides.

The Road Maintenance Service Levels document also outlines how maintenance risk issues are managed, including risk identification, response priorities, remedial treatments and emergency response. The hierarchy of roads and footpaths is used as the basis for determining the various standards across the road network considering the relevant risk factors, while having regard to the type, volume and nature of network usage.

The Road Maintenance unit operate under the Infrastructure Operations Integrated Management System, ensuring compliance with the three audit criteria of Safety, Quality and Environment and specifically AS/ISO9001:2008, AS/NZS ISO 45001:2018 and AS/ISO14001:2015.

For roads, the risk assessment is determined by the size of various modes of failure and hierarchy classification of the location. To facilitate this, field inspection information is recorded through an electronic hand held device, which records the various risk factors including the level of risk.

For ancillary areas, the inspection process combines both footpath & road interventions and frequencies, due to the nature of the infrastructure.

Following inspections, a list of prioritised works will be produced for remedial works, while major works will be listed for inclusion on future capital works programs. Any request for urgent maintenance works is forwarded to Road Maintenance Unit to make temporary repairs and/or erect warning signs or barricading on the same day and then referred to works crews for action on the following and/or subsequent workdays.

### **4.5 Customer Tracking and Document Management Systems**

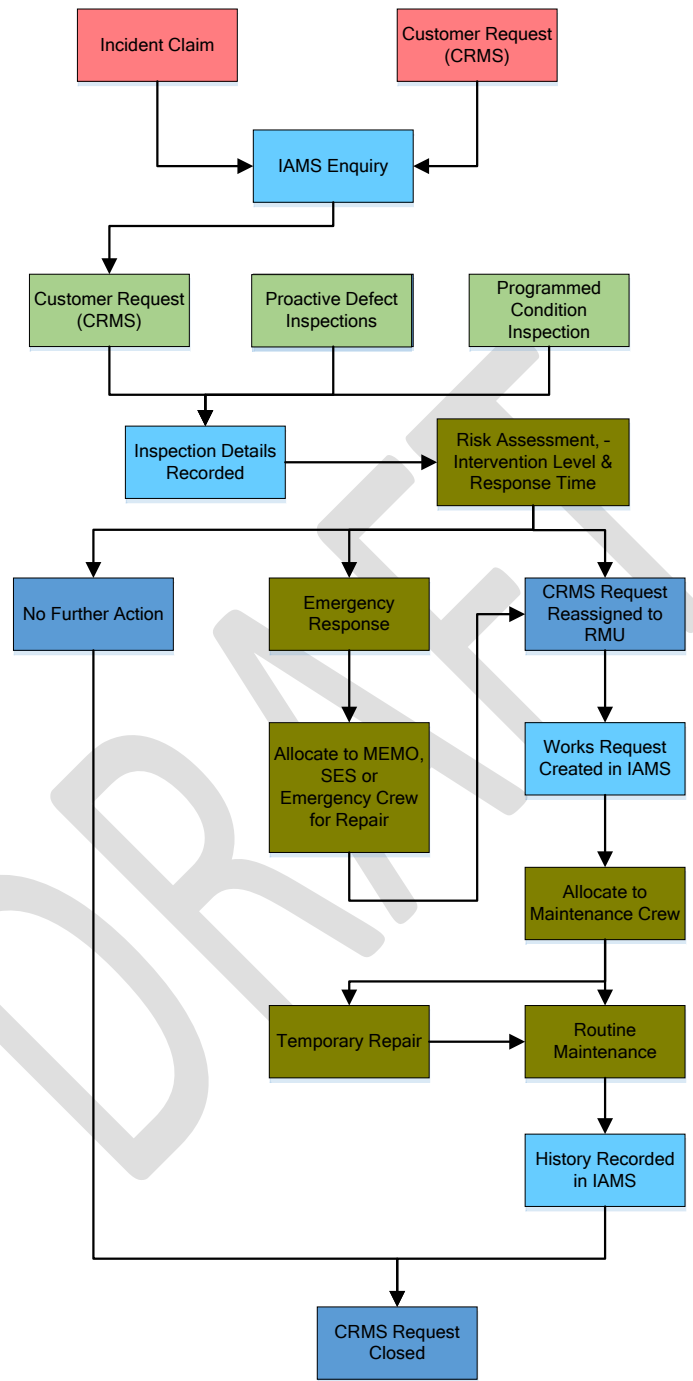
Council utilises a customer tracking system to trace customer requests through the organisation. The tracking system enables the appropriate delegation of maintenance and programming requests to Infrastructure Development or the Road Maintenance Unit.

The customer tracking system and IAMS are linked using the relevant asset number allowing requests to be cross referenced between the two systems and allowing asset history information to be retained. Council also maintains an electronic document storage and retrieval system to manage all incoming correspondence.



Road Management Plan

4.6 Work Flow





## Road Management Plan

## 5. Plan Improvements and Monitoring Process

### 5.1 Performance Measures

The following procedures will be undertaken to measure the performance of the plan:

- Inspection frequencies are met within the prescribed schedule;
- Responses to defect requests are met within prescribed time; and
- Annual Maintenance and Renewal Programs are completed as scheduled.
- Quarterly compliance review meetings held

### 5.2 Internal Auditing of Processes

The processes that are to be audited internally per annum are as follows:

- Collection and storage of condition information;
- Recording of complaints/requests in the appropriate database in the manner required;
- Complaint/request is inspected and/or assessed in relation to safety & specified maintenance intervention levels; a sample audit of this process to be undertaken;
- Programmed inspections are carried out as scheduled;
- Relevant inspection reporting & recording mechanisms are in place;
- Reported defects are being properly recorded in the system;
- Where required, appropriate rectification responses are determined and Works Orders issued;
- Where Requests for Service require scheduling of works onto annual maintenance programs or long-term renewal works programs that the required listing takes place;
- Record of maintenance activities is made in the database against the asset, including actual date of completion;
- Record that maintenance works have been delivered as intended (i.e. An appropriate Council Officer has signed off on the satisfactory completion of the work);
- Procedure is in place for collecting and storing information regarding road asset infrastructure condition for developing future maintenance programs;
- Management system in place to record and respond to customer enquiries; and
- Asset handover/update process is being managed as required.

The outcome of the internal audit is to be reported to Council's Audit Committee, while responsibility for overseeing the audit process belongs to the Executive Manager Infrastructure.





## Road Management Plan

### 5.3 Review Procedures

The Road Management Plan is a 'living' document, updated as and when necessary. There are two basic reasons for updating the Road Management Plan:

1. Election of a new Council (i.e. changes in governance. The Road Management Act requires the plan to be updated no later than 6 months after a Council election).
2. When changes are required to the document due to resourcing or risk issues.

When changes are made that do not alter the technical aspects of road management (standards and specifications) and seek only to enhance the information provided within the Plan, these changes will be approved by the Chief Executive Officer.

However, if material changes are made to standards and specifications, a report will be presented to Council, along with a brief explanation as to why such changes were necessary, seeking its endorsement to them. Material changes necessitating Council approval will cause a change to the prime number of the specific Road Management Plan Version (e.g. from Version 1.00 to 2.00). Enhancements approved by the Chief Executive Officer will cause a change to the point number of the specific Road Management Plan Version that had previously been endorsed by Council (eg from Version 1.0 to 1.1).

## 6. References

- MAV Asset Management Improvement STEP Program – Road Asset Management Plan Framework 2003.
- International Infrastructure Management Manual (IIMM) 2015, IPWEA.
- CMP Road Reserve Risk Management Statement of Principles 2002.
- Ministerial Code of Practice – Road Management Plans, Sept. 2004.
- Code of Practice for Operational Responsibility for Public Roads Dec. 2004.
- Code of Practice for Management of Infrastructure in Road Reserves Oct. 2008.
- Road Management Act 2004
- Road Management (General) Regulations 2016

## 7. Road Network Hierarchy

The hierarchy of the road network is defined by the classification of the road. This hierarchy applies to:

- Road pavement;
- Road seal;
- Kerb and channel;
- On and off street parking;
- Traffic facilities;
- Road related infrastructure in median areas which cannot be accessed by pedestrians;
- Roadside drains in rural areas; and
- Road related infrastructure in nature strips in rural areas.

State and Arterial Roads are the responsibility of other Road Authorities and are not included in the hierarchy. These roads do not fall within Council's obligations as per the Road Management Act 2004.

Undeclared road reserves are not included in the hierarchy and do not fall within Council's obligations as per the Road Management Act 2004.

Council has adopted nine categories for the road network: -



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Hierarchy Category	Classification	Definition	Wearing Course
R1	Link Roads	Roads other than Arterial roads that link significant destinations <sup>1</sup> and are designed for efficient movement of people and goods between and within regions. Also provide property access <sup>2</sup> . Link roads may consist of a number of roads which form a route.	Sealed Roads
R2	Collector Roads	Roads other than arterial or link roads that connect a substantial number of local roads and streets to higher order roads, or to significant destinations, and provide property access and movement of traffic within local areas.	Sealed Roads
R3	Sealed Primary Access Roads	Roads other than arterial, link or collector roads, that provide access to the street address of occupied properties <sup>3</sup> .	Sealed Roads
R4	Unsealed Primary Access Roads		Gravel Roads
R5	Sealed Secondary Access Roads	Roads other than arterial, link, collector or primary access roads that provide access to properties other than to the street address, or access to non-occupied abutting properties <sup>4</sup> .	Sealed Roads
R6	Unsealed secondary Access Roads		Gravel Roads
R7	Ancillary Areas	An area of land owned or managed by the coordinating road authority to be maintained by a responsible road authority as ancillary to a public road; Includes shared pedestrian / vehicle access roads, car parks, rest areas, scenic lookouts and car parking areas, and indented bus stop on arterial road that are separated from the carriageway by a kerb.	Sealed Roads Gravel Roads
R8	Tracks (Unformed Road)	A road reserve that may have an unconstructed path created by occasional vehicles.	Unformed Road
R9	Unused Road Reserves	Road reserve that is unmade and unused, but not declared.	Unused Road

## Notes:

1. Significant destinations include arterial roads, towns, major tourist attractions, and places of significance (usually significant traffic generators i.e. CBD's, universities, major hospitals).
2. Properties mean an area of land with its own title.
3. Occupied property means a property which is occupied for residential purposes or commercial purposes where workers attend for work on a number of days per week.
4. Non-occupied means a property which is not occupied for residential purposes or commercial purposes.

### 7.1 Fire Access Tracks

The road hierarchy classification 'Track' should not be confused with the use of the classification of 'Fire Access Tracks' by other road authorities. Council has no legal obligation to provide and maintain fire access tracks; however if Council decides to maintain a road for the purpose of fire fighting vehicle access as a community service, that particular function will be attached to a road in the asset register and not as a separate hierarchical class.



## Road Management Plan

## 7.2 Footpath and Shared Track Hierarchy

The hierarchy of footpath and shared tracks is defined by usage. The proximity to shopping, educational, health and community precincts will influence usage. In addition, specific locations used for tourism, training and competition will increase usage. Consideration is also given to network linkages and transitions from one form of transport to another (e.g. in proximity to parking areas and transport hubs).

It is possible to have a different hierarchy for paths on either side of the same road segment. All footpath and shared tracks are recorded in the IAMS and have been classified in accordance with this system. This hierarchy applies to the:

- Footpath and shared track network;
- Median areas with pedestrian access and/or use

Unconstructed trails are not included in the hierarchy and do not fall within Council's obligations as per the Road Management Act 2004.

Council has adopted four categories for the footpath and shared track network:

Hierarchy Category	Classification	Definition
P1	Special Use	As determined by the Footpath Hierarchy. The classification could include footpaths and shared tracks forming: <ul style="list-style-type: none"> <li>• Advertised walking trails;</li> <li>• Running and jogging tracks; and</li> <li>• Cycle-ways identified for training and/or competitions.</li> </ul>
P2	High Use	As determined by the Footpath Hierarchy. The classification could include footpaths and shared tracks forming: <ul style="list-style-type: none"> <li>• Major shopping precincts (10 or more shops);</li> <li>• Community facilities;</li> <li>• Tourist attractions;</li> <li>• Transport hubs; and</li> <li>• Commercial parking areas with a capacity of 100 or more vehicles.</li> </ul> Plus any formally advertised cycle-way not categorised as special use.
P3	Medium Use	As determined by the Footpath Hierarchy. The classification could include footpaths and shared tracks forming: <ul style="list-style-type: none"> <li>• Minor retail and strip shopping areas (3-9 shops);</li> <li>• Universities, schools, kindergartens or childcare facilities;</li> <li>• Health care, pharmacies, aged care and retirement villages;</li> <li>• Community centres;</li> <li>• Sport and recreation areas; and</li> <li>• Commercial parking areas with a capacity up to 100 vehicles.</li> </ul>
P4	Low Use	All other constructed tracks, trails or paths under control of the City of Ballarat.

Where multiple classifications are possible, the higher classification will prevail.

## 7.3 Bridge and Major Culvert Hierarchy

The hierarchy of bridges and major culverts is the hierarchy classification of the road or footpath that traverses it.



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**7.4 Inspection Frequencies**

HIERARCHY CATEGORY	PROGRAMMED INSPECTIONS - CONDITION	PROACTIVE INSPECTIONS - DEFECT	INCIDENT INSPECTIONS' REACTIVE INSPECTIONS	
<b>Daylight: Roads &amp; Ancillary Area</b>				
R1: Link Roads	3 yearly network coverage	1 inspection every 4 months	Localised inspection after rainfall exceeding: • 50mm on 1 day • 95mm over 3 days Inspection within 3 mths	3 working days
R2: Collector Roads		1 inspection every 4 months		3 working days
R3: Sealed Primary Access Roads		1 Inspection per year	Localised inspection after rainfall exceeding: • 50mm on 1 day • 95mm over 3 days Inspection within 3 mths	3 working days
R4: Unsealed Primary Access Roads		1 Inspection per year		
R5: Sealed Secondary Access Roads		1 Inspection per 2 years		
R6: Unsealed Secondary Access Roads			1 Inspection per 2 years	Localised inspection after rainfall exceeding: • 50mm on 1 day • 95mm over 3 days Inspection within 3 mths
R7: Ancillary Areas*	N/A	2 inspections per year	N/A	3 working days
Concrete kerb abutting a sealed footpath within CBD	N/A	1 inspection per year	N/A	
Bluestone spoon guttering	4 yearly network coverage	N/A	N/A	N/A
<b>Night Inspections: Roads and Off Street Parking</b>				
R1: Link Roads	N/A	1 Inspection per 2 years	N/A	3 working days
R2: Collector Roads				
R3: Sealed Access Roads		1 Inspection per 4 years		
R4: Unsealed Access Roads				
R5: Sealed Secondary Access Roads				



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R6: Unsealed Secondary Access Roads				
R7: Ancillary Areas*				

\*Ancillary areas listed in the Road Register. Any other Ancillary areas will be inspected as a reactive inspection upon request.

HIERARCHY CATEGORY	PROGRAMMED INSPECTIONS - CONDITION	PROACTIVE INSPECTIONS - DEFECT	INCIDENT INSPECTIONS <sup>1</sup> REACTIVE INSPECTIONS	
<b>Footpath and Shared Track Network</b>				
<b>Concrete Kerb and channel abutting a sealed footpath within the CBD</b>				
P1: Lake Wendouree and Victoria Park	3 yearly network coverage	1 inspection every 4 months	Localised inspection after rainfall exceeding: • 50mm on 1 day • 95mm over 3 days Inspection within 3 mths	3 working days
P1: Other shared use tracks		1 inspection per year		
P2: High Use		1 inspections every 6 months	N/A	3 working days
P3: Medium Use		1 Inspection per 18 months		
P4: Low Use		1 Inspection per 3 years		
<b>Bridges and Major Culverts<sup>1</sup></b>				
All	Level 1, 1 Inspection per year Level 2, 1 inspection per 3 years or as determined by Level 1 inspections		Localised inspection after rainfall exceeding: • 50mm on 1 day • 95mm over 3 days Inspection within 3 mths	3 working days
<p>Note 1:  <b>Level 1 inspections</b> are designed to check the general serviceability of the structure for the safety of road users. They are normally carried out on a scheduled basis, but should also be carried out immediately after flooding (5 day rainfall exceeding 90mm-B1 or 100mm-B2), accident, fires or other natural disasters.  <b>Level 2 inspections</b> are designed to identify significant defects in the structure, and to provide a condition rating for the whole structure. These are detailed inspections, covering all aspects of the structure.</p> <p>Note 2:                      Special inspections will be required when the bridge structure has to carry an abnormally heavy load. These should be carried out before, during and after.</p>				



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7.5 Intervention Levels and Response Times

7.5.1 Intervention Levels and Response Times

ROAD NETWORK									
Code	Description	Response Code by Hierarchy							Examples of possible remediation work conducted
		R1	R2	R3	R4	R5	R6	R7	
R01	Debris posing a possible danger to motorists, cyclists within the traffic lane.	A	A	A	B	B	C	C	Remove trees/limbs. Cover spills with suitable material. Remove debris.
R02	Ponding of water >300mm deep within traffic lane.	D	D	E	E	F	F	F	Remove section of basecourse, correct drainage issue and restore pavement. Restore kerb and channel with required longitudinal grade to ensure water flow to side entry pit.
R03	Potholes in traffic lane of a sealed pavement 50 mm deep or greater / or in the traffic lane of an unsealed pavement 75mm deep or greater that are 300mm in diameter or greater. / Potholes in R5 R6 roads 75mm deep or greater that are 600mm in diameter or greater.	B	B	C	EC	D	E	D	Clean out and fill with asphalt to a minimum depth of 35mm. Address any local drainage issues. Replace basecourse if needed. Area patching.
R04	Potholes in road shoulder 50 mm deep and greater than 300mm in diameter or greater. Applicable only to category R1 R2 roads.	D	D	F					Grading
R05	Deformations greater than 75mm under a 3m straight edge in traffic lane.	D	D	D	D	E	E	E	Major or minor patch/ grading.
R06	Edge break in excess of 150mm laterally over >5m in length.	D	D	D	-	E	-	E	Restore seal coat. Grade and compact gravel shoulders. Widen pavement.



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R07	Edge drop on the unsealed shoulder when drop off is 100mm or > over a 10m length.	D	D	D	-	F	-	F	Grade shoulder. Re-gravelling of shoulder. Improve shoulder material with a higher PI. Widen pavement width.
R08	Indistinguishable line markings or missing or damaged raised reflective pavement markers (RRPMs)	G	G	G	-	G	-	G	Repaint or replace.
R09	Dangerous or missing drainage pit lids, grates	A	A	B	B	B	B	B	Replace pit lid
R10	Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of safety signs.	A	A	A	D	E	E	F	Prune or remove trees and shrubs. Mow grass
R11a	Vegetation intruding within an envelope over traffic lane within 4.5m height clearance.	E	E	E	F	F	G	G	Prune or remove vegetation
R11b	Vegetation intruding within an envelope over the road shoulder to the traffic lane with 3.5m height clearance.	E	E	E	F	F	G	G	Prune or remove vegetation
R12	Vegetation intruding within an envelope over traffic lane within 5m height clearance on High vehicle routes.**	D							
R13	Defect with a step greater than 25mm in concrete kerb abutting a sealed footpath within the CBD.	D	D	D					Concrete patching

\*\*As per the HVR Over Dimensional Route map on the VicRoads website (as updated)

ROADSIDE FURNITURE & STRUCTURES									
Code	Description of Hazard	Response Code by Hierarchy							Typical remediation work conducted
		R1	R2	R3	R4	R5	R6	R7	
R14	Safety Signs missing, illegible or damaged making them substantially ineffective.	A	A	A	B	B	C	D	Replace or repair sign
R15	Safety Barriers and Fencing missing or damaged at a critical location– making them substantially ineffective.	D	D	D	E	F	G	G	Replace or repair safety barrier / fencing – make safe
R16	Guideposts missing or damaged at a critical location* - making them substantially ineffective.	D	D	D	E	F	G	G	Replace or repair guideposts
R17	Traffic Signal faults.	A	A	A	A	A	A		Replace/ repair



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FOOTPATH AND SHARED TRAIL NETWORK						
Code	Description of Hazard	Response Code by Hierarchy				Typical remediation work conducted
		P1	P2	P3	P4	
F01a	Defect with a step greater than 25mm on concrete path.	C	C	C	F	Footpath grinding, Tree root pruning and barrier installation, replacement of raised panel.
F01b	Defect with a step greater than 25mm on asphalt path	D	D	D	D	Patching, tree root pruning.
F02	Tripping hazard greater than 50mm on unsealed paths.	B	C	C	F	Various
F03	Vegetation which presents a physical hazard to the Public intruding into a minimum of 2.1m height clearance above path.	D	D	E	F	Removal or pruning of vegetation
F04	Dangerous or missing pit lids, surrounds, grates or similar in pedestrian areas.	A	A	B	C	Replacement of pit lid
F05	Safety signs missing, illegible or damaged making them substantially ineffective.	C	C	D	D	Repair or replacement
F06	Fencing missing or damaged at critical location* – making them substantially ineffective	D	D	F	F	Repair or replacement
F07	Longitudinal cracking in excess of 20mm wide over a length of 1m –shared paths	C	D	E	F	Crack seal with bitumen emulsion. Mill out affected area and re-asphalt. Rehabilitate affected base and re-asphalt.

\*Critical location – a location where the road alignment and/or pavement width and/or geometry are identified by additional markings or furniture to guide the travelling public.

## 7.5.2 Response Time Codes

RESPONSE TIME CODE	NOTIFICATION SOURCE*	NOTIFICATION TO ROAD MAINTENANCE UNIT	RECTIFICATION RESPONSE TIME**
A	Asset Inspection Officer	Notification within 1 working day – phone call	Within 2 working days of inspection
	Customer/Other Officer		
B	Asset Inspection Officer	Same day	Within 5 working days of inspection
	Customer/Other Officer	Pathway/IAMS workflow	
C	Asset Inspection Officer	Same day	Within 10 working days of inspection
	Customer/Other Officer	Pathway/IAMS workflow	
D	Asset Inspection Officer	Same day	Within 1 month of inspection
	Customer/Other Officer	Pathway/IAMS workflow	
E	Asset Inspection Officer	Within 1 working day	Within 2 months of inspection





## Road Management Plan

	Customer/Other Officer	Pathway/IAMS workflow	
F	Asset Inspection Officer	Within 3 working days	Within 3 months of inspection
	Customer/Other Officer	Pathway/IAMS workflow	
G	Asset Inspection Officer	Within 3 working days	Within 18 months of inspection

\* Asset Inspection Officer, performing Programmed Inspections will provide Response Time to Road Maintenance Unit (RMU). Notification to RMU from other sources (Customers / Other Officers) will result in an inspection and determination of appropriate response time by Road Maintenance Unit Works Supervisor.

\*\* Road Maintenance Unit to rectify issue as soon as practicable. Where it is not possible to rectify within time frames, temporary measures to be undertaken as per section 7.6.

### 7.6. Response Time Extension

For defects which are determined to pose a significant risk to the safety of the public and which, for any reason a repair is unable to be undertaken in the response time as per table 7.5.1 an appropriate warning of the hazard is to be provided within 4 hours of inspection. Temporary repairs to make the area safe must be undertaken within 2 days of inspection.

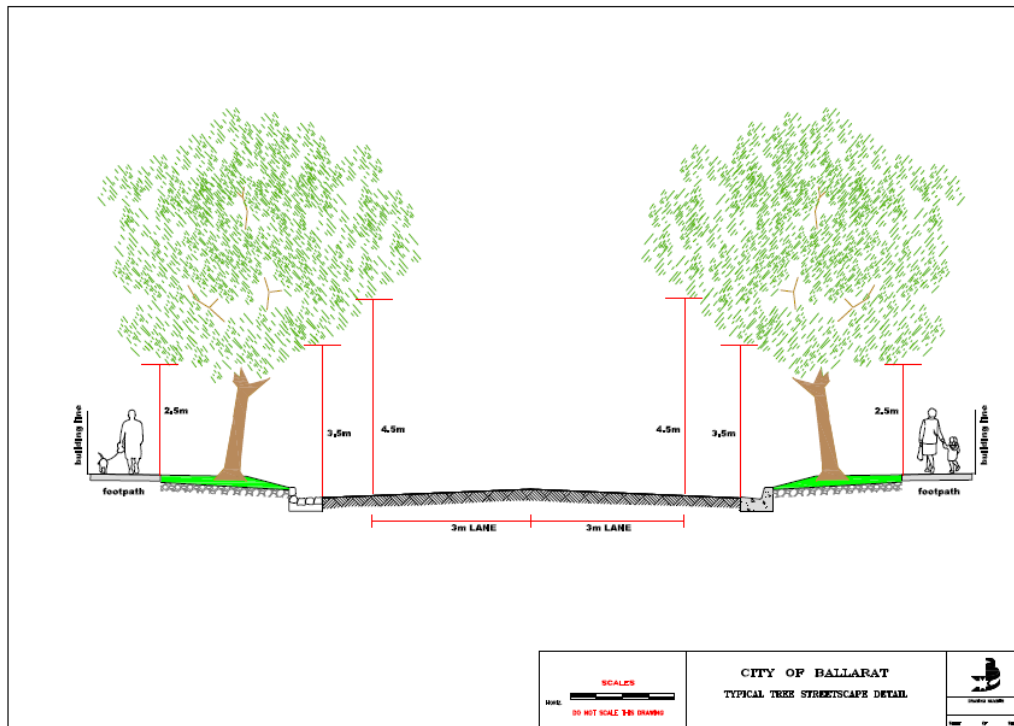
Appropriate actions could include:

- Provision and erection of warning signs;
- Barricading and fencing of the site;
- Traffic control action;
- Diversion around the site;
- Temporary speed limit signage;
- Lane closures;
- Restrict use (e.g. a load limit); and
- Full closure.



Road Management Plan

Typical Road Clearance Diagram:



## 8.7. BALLARAT FRIENDS OF AINARO COMMUNITY COMMITTEE TRUST FUND

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Jenny Fink - Executive Manager Learning and Community Hubs

### PURPOSE

1. The purpose of this document is to request that Council support the transfer of up to \$5,000 from the Ballarat Friends of Ainaro Community Committee (BFACC) trust fund to Ballarat Ainaro Community Development Organisation Incorporated (BACDO). The money will be used to support recovery efforts in relation to Cyclone Seroja in the Ainaro Municipality in East Timor.

### BACKGROUND

2. Cyclone Seroja has caused widespread damage to East Timor with significant damage to buildings, homes, and infrastructure such as roads in the Ainaro Municipality. As at April 10, 2021 the cyclone caused 42 deaths across the Country, 10 of these deaths were in Ainaro.
3. Communication from Ainaro has been limited due to infrastructure damage; however local contacts report that residents are desperate for relief and recovery aid as landslides and heavy rain has blocked and swept away roads into the area.
4. Ainaro is also currently experiencing a new COVID-19 outbreak which adds further complications to the recovery process.

### KEY MATTERS

5. Fundraising efforts have commenced to provide a steady stream of financial aid to the Ainaro Municipality to assist in recovery efforts. In order to strengthen these efforts BFACC (Ballarat Friends of Ainaro Committee) voted unanimously to transfer up to \$5,000 of the BFACC Trust Fund held by the City of Ballarat to BACDO (Ballarat Ainaro Community Development Organisation Incorporated) at BFACC meeting 19/04/2021.
6. The Trust fund contains money that has have been raised from previous fundraising efforts in the past to support work in Ainaro.

### OFFICER RECOMMENDATION

#### 7. That Council:

- 7.1 **Endorses the transfer of up to \$5,000 from the Ballarat Friends of Ainaro Community Committee (BFACC) trust fund to Ballarat Ainaro Community Development Organisation Incorporated (BACDO)**

**ATTACHMENTS**

1. Governance Review [8.7.1 - 2 pages]

## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. The City of Ballarat has a formal friendship agreement with the Municipality of Ainaro that was signed on 1 July 2003. The Ballarat -Ainaro Friendship Agreement is based on mutual respect and cooperation with the aim of working with the community to build capacity for the people of Ainaro. BFACC's (Ballarat Friends of Ainaro Community Committee) role is to support the delivery of the Municipal Cooperation Agreement between the City of Ballarat and the Ainaro Municipality which was signed on 25 July 2014 and updated 15 August 2016.

**COMMUNITY IMPACT**

2. Cyclone Seroja 2021, has caused widespread damage and fatalities in the Ainaro Municipality. Fundraising efforts have commenced to provide a steady stream of financial aid to the Ainaro Municipality to assist in recovery efforts.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. The capacity work undertaken for the Ainaro Municipality is consistent with the principles of environmental, social and cultural sustainability.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. The funds will be used in recovery efforts to re-establish the Ainaro Municipality to become self-sustaining.

**FINANCIAL IMPLICATIONS**

5. Ballarat Ainaro Community Development Organisation Incorporated) BACDO will transfer funds via Government Officials or NGOs (non-Government Organisations or not for profit groups) carrying out humanitarian work in East Timor

**LEGAL AND RISK CONSIDERATIONS**

6. The region has reported the need for immediate support, particularly medical support and financial aid. The region is also experiencing a new COVID 19 outbreak which increases the health risk to many displaced persons.

**HUMAN RIGHTS CONSIDERATIONS**

7. Is it considered that the report does/does not impact on any human rights identified in the *Charter of Human Rights and Responsibilities Act 2006*.

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**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. Consultation and engagement processes have been undertaken with BFACC, BACDO, Teachers for Timor (T4T), Ballarat-Ainara Health Group and Sisters of Mercy and other organisations that work in partnership to support East Timor across Ballarat.

**GENDER EQUALITY ACT 2020**

9. There are no gender equality implications identified for the subject of this report.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

10. No conflicts of interest have arisen in preparation of the report.

## 8.8. BALLARAT CITY COUNCIL - ELECTION REPORT - 2020 LOCAL GOVERNMENT ELECTIONS

**Division:** Executive Unit  
**Director:** Evan King  
**Author/Position:** Cameron Montgomery – Executive Manager Governance and Risk

### PURPOSE

1. The purpose of this report is to present to Council the 2020 Local Government Election Report for Ballarat City Council as required under Section 83 of the *Local Government (Electoral) Regulations 2020*.

### BACKGROUND

2. Local Government Elections were held in Victoria in October 2020.
3. Section 83 of the *Local Government (Electoral) Regulations 2020* requires the Victorian Electoral Commission (VEC) to provide a report to the Chief Executive Officer on the conduct of the election.
4. The report must include a certified record of the number of ballot-papers and declarations printed, issued, used, spoiled and returned.
5. The Chief Executive Officer must ensure that the report is submitted to Council at the earliest practicable meeting after the report is received.
6. The report was received by Council on 19 April 2021.

### KEY MATTERS

7. At certification, the voters' roll for the 2020 Ballarat City Council general election included 84,694 enrolled voters.
8. There were 8 nominations for each of the three wards.
9. The Election Manager issued 2,139 replacement ballot packs across all wards during the voting period.
10. The Election Manager received a total of 66,422 returned ballot paper envelopes across all wards by the close of voting.
11. The Election Manager accepted 6,925 ballot paper envelopes across all wards during the extended postal vote receipt period.
12. The total returned ballot paper envelopes for Ballarat City Council was 73,347.
13. The Election Manager set aside 2,372 returned ballot paper envelopes that were not admitted to the counting process due to individuals not having signed the declaration, not including the declaration with the vote or no entitlement found.

14. Consequently, a total of 70,975 ballot paper envelopes were admitted to the extraction process.
15. 153 returned ballot papers were rejected due to the fact that they did not contain a ballot paper or contained more than one ballot paper.
16. Consequently 70,822 ballot papers proceeded to the count.
17. The overall participation rate in the Ballarat City Council election was 86.00%, which is higher than the State average of 84.12% (excluding Melbourne City Council) and higher than the 76.99% rate at the 2016 Ballarat City Council general election.
18. The overall informal voting rate recorded at the 2020 Ballarat City Council general election was 3.21%, compared with the State average of 4.76%. An informality rate of 3.84% was recorded at the Ballarat City Council general election held in October 2016.
19. The VEC received 25 written complaints relating to the election for Ballarat City Council.
20. There were no applications to the Victorian Civil and Administrative Tribunal (VCAT) disputing the result of the Ballarat City Council general election.

## OFFICER RECOMMENDATION

### 21. That Council:

- 21.1 **Resolve to accept the 2020 Local Government Election Report for Ballarat City Council.**

## ATTACHMENTS

1. Governance Review [8.8.1 - 2 pages]
2. Ballarat City Council - Election Report - 2020 Local government elections [8.8.2 - 52 pages]



## OFFICIAL

**ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES**

1. This report is a requirement under section 83 of the *Local Government (Electoral) Regulations 2020*.

**COMMUNITY IMPACT**

2. There are no Community Impacts regarding the subject of this report.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. There are no Climate Emergency or Environmental Sustainability Implications regarding the subject of this report.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. There are no Economic Sustainability Implications regarding the subject of this report.

**FINANCIAL IMPLICATIONS**

5. There are no financial implications regarding the subject of this report.

**LEGAL AND RISK CONSIDERATIONS**

6. Council would be non-compliant with the *Local Government (Electoral) Regulations 2020* should this report not be presented to Council at the earliest practicable meeting after receipt of the report.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. Community consultation regarding the Election was conducted by the Victorian Electoral Commission as detailed in their report.

**GENDER EQUALITY ACT 2020**

9. There are no gender equality implications identified for the subject of this report.

**CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT**

10. Council Officers affirm that no general or material conflicts of interest need to be declared in relation to the subject of this report.

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OFFICIAL

# 2020 Local government elections

## Ballarat City Council

### Election Report





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(Victorian Electoral Commission)  
April 2021

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Level 11, 530 Collins Street  
Melbourne Victoria 3000  
T 131 832  
[info@vec.vic.gov.au](mailto:info@vec.vic.gov.au)  
[vec.vic.gov.au](http://vec.vic.gov.au)

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## Acknowledgement of Country

The Victorian Electoral Commission pays respect to Victoria's traditional owners and their elders past and present who have been custodians of this country for many thousands of years. Their living culture and their role in the life of Victoria is acknowledged by the VEC.

## Letter of Transmittal

19 April 2021

Mr Evan King  
Chief Executive Officer  
Ballarat City Council  
PO Box 655  
BALLARAT VIC 3353

Dear Mr King

Pursuant to Regulation 83 of the Local Government (Electoral) Regulations 2020, I submit this report to the Chief Executive Officer of Ballarat City Council on the general election held in October 2020.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Warwick Gately', with a stylized flourish at the end.

**Warwick Gately AM**  
Electoral Commissioner

Ballarat City Council

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## Ballarat City Council

## Introduction

The Victorian local government general elections are held every four years as defined by the *Local Government Act 2020 (Vic)* (**LG Act**). In 2020, general elections were held for 76 of the 79 Victorian councils<sup>1</sup> with Saturday 24 October marking election day. In accordance with section 263(1) of the LG Act, the Victorian Electoral Commission (**VEC**) is the statutory election service provider for the conduct of local government elections in Victoria.

This report provides information on the 2020 Ballarat City Council general election including details of the end-to-end service delivery of electoral activities throughout the election timeline. This report also provides details of post-election items including compulsory voting enforcement.

### About the Victorian Electoral Commission

The VEC is an independent statutory authority established under the *Electoral Act 2002 (Vic)* (**the Electoral Act**). The VEC's principal functions are to conduct State elections, local government elections, certain statutory elections and polls, commercial and community elections, and to support electoral representation processes for local councils and the Electoral Boundaries Commission for State electoral boundaries. The VEC is also responsible for maintaining the Victorian register of electors and administering political funding and donation disclosure laws. The VEC has a mandated role to conduct electoral research, provide communication and education services, and inform and engage Victorians in the democratic process.

Warwick Gately AM is the appointed Electoral Commissioner and Liz Williams is the appointed Deputy Electoral Commissioner. The Electoral Commissioner and Deputy Electoral Commissioner report to the Victorian Parliament in relation to the VEC's operations and activities.

The Electoral Commissioner heads the VEC's Executive Management Group that comprises the Deputy Electoral Commissioner, the Executive Director, Corporate Services and seven Directors, each leading the main functional areas of the VEC. Each Director acts as subject matter experts within their legislative responsibilities under the LG Act and the Electoral Act.

The VEC has a dedicated local government election program which is managed by Katrina Collins and incorporates a range of programs, projects and activities that are supported through strategic planning, project management, and process mapping. The program is overseen by the VEC's Planning Group and has sponsorship from the Executive Management Group.

<sup>1</sup> The South Gippsland Shire Council was placed into administration in mid-2019. The Council's general election has been postponed until October 2021. Casey City Council and Whittlesea City Council were placed into

administration in early 2020. The Councils' general elections have been postponed until October 2024.

## Ballarat City Council

## Key changes

### Changes in legislation

The new LG Act received royal assent on 24 March 2020 and introduced a number of changes, some requiring immediate implementation and others to be implemented progressively. Those requiring immediate implementation had a significant impact on the 2020 local government election program.

Following the LG Act completing its passage through Parliament, the VEC implemented the necessary changes to the 2020 local government election program in response to the reforms as they applied to the elections.

#### The key changes from the LG Act are as follows:

Local government electoral structures	<p>The default electoral structure for all local councils is single-councillor wards, although some regional and rural local councils may be unsubdivided or divided into wards with equal numbers of councillors in each ward.</p> <p>The VEC is no longer responsible for conducting electoral representation reviews of all local councils in Victoria.</p> <p>An independent Local Government Electoral Representation Advisory Panel will review council electoral structures. The panel includes the Electoral Commissioner and other members appointed by the Minister for Local Government.</p>
Voting system	<p>The voting system (attendance or postal) is set by the Minister for Local Government.</p> <p>All local council elections are conducted according to the same voting system.</p>
Enrolment and voters' rolls	<p>Non-resident property owners need to apply to be enrolled (this change will be implemented in stages leading up to the 2024 local government elections).</p> <p>Amendments to the voters' roll are completed by the VEC only (excluding Melbourne City Council).</p>
Candidate qualifications	<p>It is compulsory for local government candidates to complete mandatory training prior to nominating for local government elections.</p>
Nominations/candidate statements	<p>When nominating, candidates are required to declare they have completed the mandatory Local Government Candidate Training.</p> <p>The maximum number of words for a candidate statement was increased to 300 (350 for the Melbourne City Council Leadership Team and Councillor Groups).</p>
Election staff	<p>The term 'Election Manager' replaced 'Returning Officer' making the term consistent with the <i>Electoral Act 2002</i>.</p>
Extraordinary vacancies	<p>The VEC will fix the timeline for local council by-elections (previously fixed by the Minister).</p> <p>Changes to the countback process which now draws on a broader pool of ballot papers to determine the successful candidate at a countback.</p>
Compulsory voting	<p>From the 2024 local government general elections onwards, it will be compulsory for everyone enrolled on a voters' roll to vote.</p>



## Ballarat City Council

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The LG Act made other changes to the local government electoral landscape, including:

- operational and technical provisions for electoral matters are now prescribed in the Regulations rather than being contained in the LG Act.
- disputed election results are now heard by the Victorian Civil and Administrative Tribunal (**VCAT**).

On 8 May 2020, the Minister determined<sup>2</sup> all of the 2020 general elections would be held by postal voting. As such, the VEC adjusted preparations in response to the Minister's determination.

In addition, new Local Government (Electoral) Regulations 2020 (**the Regulations**) came into operation on 13 July 2020.

### Response to public health crisis: Coronavirus (COVID-19)

In response to the coronavirus (**COVID-19**) global pandemic, a State of Emergency was declared in Victoria on 16 March 2020. While the VEC was well advanced in planning for the elections, some uncertainty arose due to speculation that the elections could be rescheduled.

Following the Local Government Minister's confirmation on 15 May 2020 that the 2020 local government elections would proceed, the VEC's operating model was adjusted to deliver a compliant election while meeting health, safety, social distancing and hygiene obligations to voters, election staff, councils, candidates and all other stakeholders.

On Wednesday 1 September 2020, the Governor in Council made amendments to the regulations to allow certain provisions to be varied in response to the COVID-19 pandemic. Specifically, the amendments allowed the VEC to determine an appropriate method for eligible candidates to lodge their nomination form and pay their nomination fee electronically; and to allow the Election Manager to determine the maximum number of scrutineers that may be

present for any activity at any one time. The amended regulations commenced the day after they were made and remain in place until 26 April 2021.

On 29 September 2020, the Governor in Council made further changes to the Regulations to provide greater clarity of mitigation options for any disruptions to the voting timeline, including delays across the postal network that could threaten the integrity of the elections. The changes allowed the Electoral Commissioner to alter the last day of voting and/or the extended postal vote receipt deadline if necessary, to maintain and protect election integrity.

The VEC developed a COVIDSafe Election Plan<sup>3</sup> in consultation with the Department of Health and Human Services which complemented the VEC's Service Plan. The COVIDSafe Election Plan outlined the VEC's actions and strategies to deliver safe and compliant local government elections.

The plan considered all electoral operations and activities and included changes such as (but not limited to):

- acquiring larger election office spaces to accommodate social distancing practices
- moving operations from face-to-face to online (when legislation permitted), for example:
  - the VEC's briefing meetings with individual councils
  - the candidate information sessions
- modifying the timeline for ballot paper extraction and counting activities
- modifying scrutineer practices.

The VEC acknowledges the collaboration and contributions of council officers in navigating the changes required to the program due to COVID-19.

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<sup>2</sup> The Minister published this decision in the Government Gazette on 18 May 2020

<sup>3</sup> 'VEC COVIDSafe election plan' - <https://www.vec.vic.gov.au/about-us/publications/local-council-election-reports-and-plans>

## Ballarat City Council

## Election dates

### The key timelines that applied to the 2020 local government elections were as follows.

Deadline fixed by the VEC for council primary enrolment data	Monday 13 July 2020
Close of roll	4 pm Friday 28 August 2020
Opening of the election office to the public	Wednesday 16 September 2020
Certification of the voters' roll and opening of nominations	Thursday 17 September 2020
Close of nominations	12 noon Tuesday 22 September 2020
*Ballot draw	From 1 pm on Tuesday 22 September 2020
*Deadline for lodging candidate statements, photographs and questionnaires	12 noon Wednesday 23 September 2020
*General mail out of ballot packs to voters	Tuesday 6 October to Thursday 8 October 2020
*Close of voting	6 pm Friday 23 October 2020
Day prescribed as Election Day	Saturday 24 October 2020
*Close of extended postal vote receipt period	12 noon Friday 30 October 2020
Declaration of election results	No later than Friday 13 November 2020

\*Dates with asterisks relate to contested elections only.

Ballarat City Council

## About Ballarat City Council

Ballarat City Council is comprised of nine councillors elected from three three-councillor wards.

The structure was last reviewed in accordance with the *Local Government Act 1989* through an electoral representation review in 2015.



**Figure 1:** The electoral structure of Ballarat City Council at the general election held on 24 October 2020.

## Voters' roll

The VEC prepared the voters' roll for the election under section 8(2)(c) of the Electoral Act and in accordance with section 249 of the LG Act. The close of roll for the election was 4 pm on Friday 28 August 2020. Pursuant to section 249(4) of the LG Act, the VEC certified the voters' roll on Thursday 17 September 2020.

At certification, the voters' roll for the 2020 Ballarat City Council general election included 84,694 enrolled voters.

### Composition of the voters' roll

The LG Act specifies that the voters' roll for a local government election is formed by combining two separate lists of voters.

1. The Electoral Commissioner's list (EC list) – List of State electors that are enrolled within that local government area.
2. The Chief Executive Officer's list (CEO list) – List of council-entitled voters.

Refer to **Appendix 1** for a breakdown of the Ballarat City Council general election voters' roll.

### Amendments to the voters' roll

In accordance with section 250 of the LG Act, the VEC can amend any error or omission in the preparation, printing or copying of the voters' roll, or correct any misnomer or inaccurate description of any person, place or thing on the voters' roll. Following the passage of the LG Act, amendments to the voters' roll are to be certified by the VEC. All voters added to the roll were issued with a ballot pack. Where a voter was deleted from the roll after the mail-out of ballot material, the VEC had systems in place to ensure that returned ballot papers from the deleted voters could be identified and excluded from the extraction and count. Where roll amendments were required, the total number of voters on the roll was updated.

Following the close of roll, the VEC made two amendments to the voters' roll, one addition and one deletion.

## Advertising and communication campaign

### State-wide advertising

The VEC delivered a state-wide advertising campaign to maximise public awareness and participation amongst all eligible voters. Campaign activities and consistent messaging were delivered across two phases – enrolment and voting – and through multiple traditional and emerging mediums, including radio, digital and social media, and offline/outdoor advertising.

### Statutory advertising

The VEC published a series of statutory notices throughout the election as required by the LG Act. The notices included critical information relevant to each milestone of the election timeline.

## Ballarat City Council

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For the 2020 statutory notices, Ballarat City Council nominated the following newspaper for the statutory notices to appear in the:

- Ballarat Courier

In 2020, the VEC established a new policy position for statutory advertising in alignment with the updated definition of 'publish' in the LG Act. The policy position included the following:

- all statutory and non-statutory election advertising would be published on the VEC website, and
- where available, all statutory and non-statutory election advertising would be published in local newspapers and/or other selected newspapers identified following consultation with the council.

Refer to **Appendix 2** for further information in relation to the statutory advertising.

### VEC website

The VEC provided council specific information regarding the election on its website under the '2020 local council election' page. The VEC website went live for the local government elections in early August 2020. Whilst some council specific data remained static during the election, the website was regularly updated with content relevant to the election and at each key milestone such as close of roll, nominations, voting and results.

### Media liaison

An online media webinar was held on Friday 21 August 2020. The webinar could be downloaded or accessed at a later time for those who were unable to participate live. The media briefing summarised the planning and timeline for the 2020 local government elections, and also provided a specific update in relation to the availability of election results in light of COVID-19.

Media outlets were provided with a media information booklet that outlined the election timeline and key messages, and provided the VEC's head office media contacts. The VEC's communication team supported each Election Manager as the primary media spokesperson in relation to each election.

The VEC's media liaison program principally featured staged media releases aimed to highlight key milestones during the election timeline, and capitalise on existing general news coverage. More information on the VEC's media release schedule is available at **Appendix 3**.

### Social media campaign

As part of its state-wide advertising campaign, the VEC used paid promotions on social media platforms including Facebook, Twitter, Instagram, LinkedIn, Snapchat and WeChat, targeting voters through audience segmentation.

This advertising was supported by a defined timeline of organic social media posts on the VEC's channels, designed to cover each of the key messages of the communication campaign to further extend the reach to the community and promote conversation about the democratic process.

### VEC VoterAlert advisories

Electors on the State enrolment register are able to sign up to the VEC's free SMS or email alert service VoterAlert, to receive reminder messages pertinent to elections that affect them. They can subscribe to receive SMS messages only, email only, or both SMS and email.

During the general election, the VEC used its VoterAlert service to send the following direct messages to those State-enrolled voters on the roll for the election.

The messages were rolled out in the following schedule:

Wednesday 19 August to Wednesday 26 August 2020 – 66,332 VoterAlert messages were sent by SMS and email reminding voters to enrol or update their details by the close of roll.

Friday 9 October to Friday 13 October 2020 – 67,516 VoterAlert messages were sent by SMS and email advising that the VEC had commenced posting ballot packs.

Monday 19 October 2020 – 67,194 VoterAlert messages were sent by SMS and email reminding voters that it was the last week to post their ballot material back to the VEC.

## Ballarat City Council

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In mid-October, the VEC commenced sending its final VoterAlert – a reminder to post ballot packs by the voting deadline. Whilst approximately 900,000 of the 1.8 million voters scheduled to receive an alert were contacted it was identified that an unanticipated high volume of calls was received by both the VEC and councils as a result of the alert. Therefore, the VEC suspended the VoterAlert messages scheduled for the remaining 900,000 voters.

More information on the VEC's VoterAlert advisories is available at **Appendix 4**.

### Voter engagement

The VEC delivered an extensive voter engagement program. The program sessions were implemented throughout Victoria and were specific to local demographics. Please refer to **Appendix 5** to view the full list of initiatives for the 2020 local government elections. Due to the coronavirus (COVID-19) pandemic, the VEC's programs traditionally offered through face-to-face education and engagement were redesigned to comply with health, safety, social distancing and hygiene obligations.

### Blind and low vision services

Braille and large print ballot material was available to blind and low vision voters who had registered for these products by 5 pm on Tuesday 15 September 2020.

The VEC received and processed requests for two braille ballot material and nine large print ballot material for Ballarat City Council.

### Interpreting services

The VEC engaged the Victorian Interpreting and Language Services' Language Link to provide a telephone interpreting service for telephone enquiries from voters who had a first language other than English. The VEC advertised direct lines for 20 languages other than English and a general line for all other languages.

### Telephone enquiry service

A local telephone enquiry service was provided at the election office from Wednesday 16 September 2020 until the close of voting, for enquiries regarding the election.

The local telephone enquiry service was supplemented by an overflow call centre at the VEC's head office. The overflow call centre received calls made directly to the VEC's head office line (131 VEC, 131 832 or +61 3 8620 1100 for callers outside of Australia) and diverted calls from the election office when the election office lines were at capacity. Additionally, email enquiries were received and processed through [info@vec.vic.gov.au](mailto:info@vec.vic.gov.au).

The types of calls that are typical during an election relate to:

- voting entitlements and compulsory voting obligations
- enrolment questions
- ballot pack had not been received
- ballot material was spoilt or destroyed, so replacement ballot material was required
- a voter advising that they were overseas or interstate
- queries regarding the content of the ballot pack.

A breakdown of the daily number of calls received by the telephone enquiry service and the overflow call centre in respect to the election is available at **Appendix 6**.

## Election Manager

The VEC maintains a pool of trained senior election officials located across the state to fill election management roles for State and local government elections. Election-specific training is provided to senior election officials prior to each election management appointment.

The size of the election management team appointed for the conduct of an election is based on the size of the council. As required under the LG Act an Election Manager is appointed to conduct the election and is supported by one or more Assistant Election Managers for larger councils, or a senior election official for smaller councils.

## Ballarat City Council

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In accordance with section 3 of the LG Act, the Electoral Commissioner appointed Lynne Josephs as the Election Manager for the 2020 Ballarat City Council general election.

The appointed Assistant Election Manager was Natasha Amendola.

## Election office

The Election Manager was responsible for the establishment and management of the election office located at 117 Learmonth Street, Alfredton. The election office was provided by the VEC.

In accordance with the VEC's COVIDSafe election plan, the election office was open to the public by appointment only. The election office was available for appointments from Wednesday 16 September until Friday 23 October 2020 between 9 am and 5 pm. Opening hours were extended on Thursday 22 October (9 am to 8 pm) and Friday 23 October (9 am to 6 pm) to allow for final enquiries and the hand-delivery of ballots prior to the close of voting. Enquiries regarding the election were also managed by phone.

## Candidates

Nominations for the election opened at 9 am on Thursday 17 September and closed at 12 noon on Tuesday 22 September 2020. Candidates were required to lodge their nomination forms in person at the election office. A \$250 nomination fee applied.

On Wednesday 9 September 2020, the Electoral Commissioner published a determination<sup>4</sup> establishing a framework for prospective candidates who were prevented from attending the election office due to health directions regarding COVID-19 under the *Public Health and Wellbeing Act 2008*. The determination outlined provisions for electronic lodgement of the nomination form and nomination fee for affected candidates.

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<sup>4</sup> VEC 2020 Determination No.1 - Nominations from candidates impacted by COVID-19 Public Health Directions in respect to local government elections -

## Candidate information

The VEC developed a suite of resources that were accessible to prospective candidates prior to the nomination period. From early September, candidates were able to access the VEC's information about the process of nominating and becoming a candidate for the election. The VEC's online *Candidate Helper*, accessible via the VEC website, went live on Thursday 3 September 2020. The *Candidate Helper* enabled candidates to pre-complete their nomination form and other forms online before lodging them with the Election Manager.

For the 2020 elections, the VEC's candidate information session was recorded and available for online streaming from the VEC website. The session was complemented by three state-wide interactive seminars consisting of a panel from the VEC's leadership and executive teams.

## Nominations

At the close of nominations, 24 candidates had nominated for election to council.

The following is a breakdown of candidate nominations per ward:

- Central Ward - eight nominations
- North Ward - eight nominations
- South Ward - eight nominations

Ballot draws to determine the order in which the names would appear on the ballot paper were held at the election office following the close of nominations using the VEC's computerised ballot draw application. See **Appendix 7** for the list of candidates in ballot draw order.

## Candidate statements and photos

In accordance with Regulation 39 of the Regulations, candidates were able to lodge a 300 word statement and submit a recent photograph for inclusion in the ballot packs sent to voters. The deadline for the submission of candidate statements and photographs was 12 noon on Wednesday 23 September 2020.

<https://www.vec.vic.gov.au/about-us/legislation/determinations>

## Ballarat City Council

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See **Appendix 7.1** for a breakdown of submitted statements and photos, **7.2** for the sample website version product.

### Candidate questionnaires

In accordance with Regulation 43 of the Regulations, candidates were able to complete and lodge their answers to a set of prescribed questions in addition to a statement and photograph. The Election Manager accepted questionnaire submissions lodged by all 24 candidates at the election.

The completed questionnaires were accessible to voters on the VEC website or by contacting the election office.

## Voting

### Redirection of ballot packs

The Regulations provide that a voter may – no later than the day the roll is certified (or a later date if specified by the Election Manager under Regulation 22(2)(f) of the Regulations) – make a request in writing to the Election Manager to have their postal ballot envelope redirected to another address. For the 2020 elections voters had until Thursday 17 September to submit requests for redirection.

The Election Manager received 10 requests for redirection of ballot packs for the election.

### Early votes

A voter may request an early postal ballot envelope (early vote) prior to the general mail out of ballot packs. The Election Manager processes the request and issues the early vote if the request is assessed as reasonable. Requests for early votes could be processed from Wednesday 23 September 2020, the day after nominations closed, until the commencement of the general mail out of ballot packs on Tuesday 6 October 2020. Due to the timing of early votes, some early voters may not have had access to the candidate statements, photographs or questionnaires.

Due to the impact that COVID-19 restrictions had on election services for the 2020 elections, requests for early votes were managed by appointment.

The Election Manager issued 20 early votes for the election.

### Mail-out of ballot packs

The VEC mailed 84,693 ballot packs between Tuesday 6 October and Thursday 8 October 2020. See **Appendix 8** for a breakdown of the packs mailed out on each day during the general mail-out, noting that ballot packs were not mailed to any voters that had passed away between the close of the roll and generation of the mail-out file.

This included 10 ballot packs that were redirected to alternative addresses for voters that had applied to redirect their ballot pack by Thursday 17 September 2020.

In accordance with Regulation 49(3) of the Regulations, no more than 35% of ballot packs were mailed or delivered to voters on any one day during the mail out period. All ballot packs were lodged with Australia Post under the priority paid delivery timetable.

The VEC liaised closely with Australia Post during the mail out period to confirm that ballot packs had been delivered to voters. The VEC received confirmation that all ballot packs had been delivered to delivery addresses by Wednesday 14 October 2020.

During the voting period, 1,899 ballot packs were returned to the election office by Australia Post as return-to-sender mail. Most of this mail was due to the addressee not residing at the address.

### Election office counter services

In order to safeguard the health and wellbeing of voters and VEC personnel in the COVID-19 environment, the VEC did not provide an over-the-counter replacement or unenrolled vote service at election offices in the Metropolitan Melbourne region (including Mitchell Shire Council) for the elections. Similar restrictions were initially imposed on election offices in Regional Victoria and were relaxed in the final weeks of voting. Voters were advised to request replacement or unenrolled ballot material by phone, which was sent to them by post.

## Ballarat City Council

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### Unenrolled votes

Unenrolled votes are issued to people whose name cannot be found on the voters' roll but who claim they are entitled to vote at the election. The unenrolled ballot pack includes a declaration that is signed by the applicant and assessed by the Election Manager prior to either admitting or disallowing the vote.

The Election Manager issued 12 unenrolled votes and following relevant checks, five were admitted to the count.

### Replacement ballot packs

Following the general mail-out of ballot packs, a voter who claimed that their ballot pack had not been received, or had been lost, spoilt or destroyed, could apply to the Election Manager for a replacement ballot pack. Requests for replacement ballot packs within metropolitan councils were processed and fulfilled at the election office then lodged at the local postal facility. In order to assist in the mail turnaround time for regional councils, the VEC established a centralised postal vote issuing service at head office. Replacement vote requests were processed at the election office and fulfilled and lodged with Australia Post from the VEC in Melbourne.

The Election Manager issued 2,139 replacement ballot packs across all wards during the voting period. Please refer to **Schedule 1** for further information on replacement ballot packs issued.

### Return of ballot paper envelopes

Voters were provided with a priority reply-paid envelope for the return of their ballot paper envelope containing their completed ballot paper. The return mail was delivered to the election office from local postal facilities or mail distribution centres. Voters who chose to hand-deliver their vote to the election office were able to do so by placing their ballot paper envelope containing their completed ballot paper into ballot boxes located at the election office. The ballot boxes allowed voters to drop off their ballot envelopes without interaction with staff, therefore remaining compliant with a COVIDSafe election<sup>5</sup>.

As ballot paper envelopes were returned, they were progressively checked by the election management team to ensure they had been signed by the voter. Additionally, processes were in place to ensure that only one returned ballot from any one voter could proceed to the extraction and count.

The Election Manager received a total of 66,422 returned ballot paper envelopes across all wards by the close of voting at 6 pm on Friday 23 October 2020.

The Regulations provide that the Election Manager can accept returned ballot paper envelopes up until 12 noon on the Friday following the close of voting, if satisfied that the ballot paper envelope was completed by the voter prior to the close of voting. The Election Manager accepted 6,925 ballot paper envelopes across all wards during the extended postal vote receipt period.

The total returned ballot paper envelopes for Ballarat City Council was 73,347.

The Election Manager set aside 2,372 returned ballot paper envelopes that were not admitted to the extraction and counting process due to the voter not having signed the declaration envelope or, in the case of unenrolled declaration votes, an entitlement was not found for the person, or the declaration envelope was not returned with the vote.

Refer to **Schedule 1** for the total certified record of ballot papers and declaration envelopes across all wards.

## Results

### Extraction

A total of 70,975 ballot paper envelopes were admitted to the extraction process.

The extraction of ballot papers occurred at the election office commencing on Tuesday 27 October. The extraction of all admitted ballot paper envelopes was completed on Wednesday 4 November, following the close of the extended postal vote receipt period.

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<sup>5</sup> 'VEC COVIDSafe election plan' - <https://www.vec.vic.gov.au/about-us/publications/local-council-election-reports-and-plans>



## Ballarat City Council

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The extraction process involved separating the declaration flaps containing voters' details from each admitted ballot paper envelope, and then extracting the ballot papers from the envelopes. This two-stage process maintains anonymity and ensures the number of envelopes is tracked for ongoing reconciliation.

Any returned ballot paper envelopes found not to contain a ballot paper, or that contained more than one ballot paper, were required to be rejected and could not be counted. There were 153 returned ballot paper envelopes rejected during the extraction activity.

Following the extraction of ballot papers from the ballot paper envelopes, a total of 70,822 ballot papers proceeded to the count.

### Computer count

Following the extraction of ballot papers admitted to the count for Ballarat City Council all wards, preferences on ballot papers were data entered into the VEC's computer counting application at the Election Office. The application distributes preferences using the proportional representation method once data entry of ballot paper preferences is complete. The computer count information session explaining the process was recorded and available for online streaming from the VEC website from Monday 19 October 2020. Results were calculated at the election office on Friday 6 November.

The provisional results were published to the VEC website as they became available. Results were updated as finalised<sup>6</sup> once declarations had taken place.

For a breakdown of the first preference results by ward, refer to **Appendix 9**.

### Recounts

At any time before a candidate is declared as elected, a recount may be initiated by the Election Manager or requested in writing by a candidate stating the reasons for their request. Such requests are assessed by the Election Manager supported by the VEC and either accepted or declined.

The Election Manager did not receive any requests for a recount following the count for Ballarat City Council.

### Declaration of results

The declaration of results was scheduled later than at previous elections, due to the impact of COVID-19 restrictions on extraction and counting timelines. As per the Service Plan, the latest date for all results declarations to have been completed was Friday 13 November 2020.

The results of the 2020 Ballarat City Council general election were declared at 11 am on Friday 6 November 2020 at the Election Office, 117 Learmonth Street, Alfredton.

The VEC website was updated following the declaration to reflect the elected candidates from the election.

## Election statistics

### Participation

Participation is measured by the number of marks on the roll as a percentage of the total enrolment and can vary from turnout. The overall participation rate in the Ballarat City Council election was 86.00%, which is higher than the State average of 84.12% (excluding Melbourne City Council) and higher than the 76.99% rate at the 2016 Ballarat City Council general election.

Analysis of voter participation for the different enrolment categories shows that participation is higher for voters who are enrolled on the EC's List (87.30%) compared to voters enrolled on the CEO's List (66.15%).

Refer to **Appendix 10** for further information on participation, including a breakdown by enrolment category.

### Turnout

Voter turnout is measured by the number of formal and informal ballot papers counted in the election as a percentage of voters on the voters' roll for the election.

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<sup>6</sup> A preference distribution report can be found at [2020 council election results | Victorian Electoral Commission \(vec.vic.gov.au\)](https://www.vec.vic.gov.au/council-election-results).

## Ballarat City Council

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The overall voter turnout for the 2020 Ballarat City Council general election was 83.62%. This is compared to the State average turnout of 81.47% (excluding Melbourne City Council). The voter turnout at the 2016 general election for council was 75.82%.

### Informality

The overall informal voting rate recorded at the 2020 Ballarat City Council general election was 3.21%, compared with the State average of 4.76%. An informality rate of 3.84% was recorded at the Ballarat City Council general election held in October 2016.

## Complaints

### Type of complaints

At local government elections, complaints generally fall into two broad categories:

#### 1. The conduct of participants in the election.

Complaints about the conduct of candidates and other participants in the election, at times alleging a breach of the LG Act or local laws.

#### 2. The administration of the election.

Complaints about the conduct of the election and services to voters.

The majority of complaints at the 2020 local government elections related to category one, often where the complainant alleged inappropriate or illegal action by another person or group associated with the election.

### Complaints process

The VEC operates a streamlined complaints process during elections, developed in consultation with local councils and enforcement agencies. The process requires complaints to be lodged in writing, and they are then processed through the VEC's head office. For the 2020 local government elections, customers were able to provide feedback and complaints through an online submission form on the VEC's website.

Each complaint is evaluated, and an appropriate course of action is determined. Complaints alleging a breach of the LG Act, for example, are forwarded to the Local Government Inspectorate (LGI). Complaints relating to local laws are referred to council. Complaints about the VEC's

services or the behaviour or actions of VEC staff and election officials are the responsibility of the VEC. In these cases, the VEC investigates the matter and determines the most appropriate response. The VEC committed to responding to each complaint within five working days, however due to the unanticipated high volume of complaints received this extended in some instances.

### Complaints received

The VEC received 25 written complaints relating to the election for Ballarat City Council. Please see **Appendix 11** for a description of complaints received by the VEC.

## Post-election activities

### Storage of election material

All records from the election will be kept by the VEC safely and secretly in accordance with Regulation 79 of the Regulations.

### Refund of nomination fees

Nomination fees were refunded to eligible candidates on Thursday 10 December 2020. Eligible candidates included elected candidates or those who received at least 4% of the first preference vote. Any forfeited nomination fees were remitted to Council on 10 December 2020.

### Courts and tribunals

The Victorian Civil and Administrative Tribunal (VCAT) is responsible for hearing disputes on the validity of an election under section 311 of the LG Act.

Applications for a review of the declaration of the results of an election must be lodged within 14 days of the election and can be made by a candidate in the election, 10 persons who were entitled to vote at the election, or the VEC.

There were no applications to the VCAT disputing the result of the Ballarat City Council general election.

**Ballarat City Council**

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## Non-voter follow up

In accordance with section 267 of the LG Act, the VEC has commenced its compulsory voting enforcement program. Any person who was required to vote at the election and failed to vote will be issued with an Apparent Failure to Vote Notice. Apparent non-voters have 28 days in which to respond.

People who do not respond to that notice, or do not provide a satisfactory response to the notice, may be issued with an Infringement Notice that will incur a penalty. Further follow-up by way of a Penalty Reminder Notice may also take place – this stage includes the original penalty and a Penalty Reminder Notice fee. Penalties collected on behalf of council will be reimbursed at the end of the Infringement and Penalty Reminder Notice stages.

Additionally, during the Infringement and Penalty Reminder Notice stages, non-voters may request for their matter to proceed directly to the Magistrates' Court.

Any such requests will be actioned at the conclusion of the Infringement and Penalty Reminder Notice stages. The VEC will lodge the file of any remaining non-voters with Fines Victoria at the conclusion of the Penalty Reminder Notice stage.

## Evaluating the VEC's services

The VEC is committed to providing high quality election services to its local government clients. Through the VEC's formal feedback and debriefing program, the VEC is able to gauge its performance and seek advice for future local government election projects.

### Feedback from councils

The VEC invited feedback from councils on its services in December 2020. Additional feedback can be provided to the Program Manager for Local Government elections by emailing [LGProgram2020@vec.vic.gov.au](mailto:LGProgram2020@vec.vic.gov.au).

## Internal debriefing program

After every electoral event, the VEC conducts an internal debriefing program which includes input from all areas across the VEC's workforce. Internal debriefing following the local government elections commenced in December 2020. In due course, the VEC will publish a consolidated report on its performance and key statistics from the elections. This report will be tabled in Parliament and available on the VEC website.

Ballarat City Council

## Schedule 1: Record of ballot papers and declaration envelopes

<b>Ballarat City Council Central Ward election</b>	
<b>BALLOT PAPERS PRINTED</b>	
Victorian Electoral Commission	31,500
Election Manager	5
<b>Total</b>	<b>31,505</b>
<b>BALLOT PAPERS ISSUED</b>	
General mail out	28,113
Early and replacement votes	744
Unenrolled declaration votes	5
Spoilt	0
<b>Sub total</b>	<b>28,862</b>
Unused	2,643
<b>Total</b>	<b>31,505</b>
<b>DECLARATIONS RETURNED</b>	
General mail out admitted to the extraction	22,609
Early and replacement votes admitted to the extraction	632
Unenrolled declaration votes admitted to the extraction	1
Returned declarations unable to admit to extraction	744
Declarations returned to sender	688
<b>Sub total</b>	<b>24,674</b>
Declarations not returned	4,188
<b>Total</b>	<b>28,862</b>

## Ballarat City Council

<b>Ballarat City Council North Ward election</b>	
<b>BALLOT PAPERS PRINTED</b>	
Victorian Electoral Commission	32,500
Election Manager	13
<b>Total</b>	<b>32,513</b>
<b>BALLOT PAPERS ISSUED</b>	
General mail out	28,970
Early and replacement votes	733
Unenrolled declaration votes	2
Spoilt	0
<b>Sub total</b>	<b>29,705</b>
Unused	2,808
<b>Total</b>	<b>32,513</b>
<b>DECLARATIONS RETURNED</b>	
General mail out admitted to the extraction	23,967
Early and replacement votes admitted to the extraction	622
Unenrolled declaration votes admitted to the extraction	0
Returned declarations unable to admit to extraction	828
Declarations returned to sender	618
<b>Sub total</b>	<b>26,035</b>
Declarations not returned	3,670
<b>Total</b>	<b>29,705</b>

## Ballarat City Council

<b>Ballarat City Council South Ward election</b>	
<b>BALLOT PAPERS PRINTED</b>	
Victorian Electoral Commission	31,500
Election Manager	12
<b>Total</b>	<b>31,512</b>
<b>BALLOT PAPERS ISSUED</b>	
General mail out	27,610
Early and replacement votes	682
Unenrolled declaration votes	5
Spoilt	0
<b>Sub total</b>	<b>28,297</b>
Unused	3,215
<b>Total</b>	<b>31,512</b>
<b>DECLARATIONS RETURNED</b>	
General mail out admitted to the extraction	22,568
Early and replacement votes admitted to the extraction	572
Unenrolled declaration votes admitted to the extraction	4
Returned declarations unable to admit to extraction	800
Declarations returned to sender	593
<b>Sub total</b>	<b>24,537</b>
Declarations not returned	3,760
<b>Total</b>	<b>28,297</b>

Ballarat City Council

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## Schedule 2: Certification statement

In accordance with Regulation 77, I certify that Schedule 1 of this report on the conduct of the 2020 Ballarat City Council local government election is a true and correct account of the number of ballot papers issued, returned and not used in this election and declarations not returned.



Warwick Gately AM  
Electoral Commissioner

## Ballarat City Council

## Appendix 1: Breakdown of the voters' roll

<b>Ballarat City Council</b>	
Voters enrolled through an entitlement under section 241 of the LG Act	79,503
Voters enrolled through entitlements under sections 242 – 245 of the LG Act	5,191
<b>Total</b>	<b>84,694</b>

<b>Central Ward election</b>	
Voters enrolled through an entitlement under section 241 of the LG Act	25,871
Voters enrolled through entitlements under sections 242 – 245 of the LG Act	2,243
<b>Central Ward election total</b>	<b>28,114</b>

<b>North Ward election</b>	
Voters enrolled through an entitlement under section 241 of the LG Act	27,556
Voters enrolled through entitlements under sections 242 – 245 of the LG Act	1,414
<b>North Ward election total</b>	<b>28,970</b>

<b>South Ward election</b>	
Voters enrolled through an entitlement under section 241 of the LG Act	26,076
Voters enrolled through entitlements under sections 242 – 245 of the LG Act	1,534
<b>South Ward election total</b>	<b>27,610</b>



Ballarat City Council

## Appendix 2: Statutory advertising

### Ballarat City Council election schedule of public notices

#### Close of roll notice (see Appendix 2.1 for example)

VEC Website	8 August 2020
Ballarat Courier	13 August 2020

#### Notice of election (see Appendix 2.2 for example)

VEC Website	31 August 2020
Ballarat Courier	3 September 2020

#### Voting details notice (see Appendix 2.3 for example)

VEC Website	28 September 2020
Ballarat Courier	1 October 2020

#### Reminder notice (see Appendix 2.4 for example)

VEC Website	12 October 2020
Ballarat Courier	15 October 2020

#### Notice of result (see Appendix 2.5 for example)


VEC Website	23 November 2020
Ballarat Courier	26 November 2020

Ballarat City Council

Appendix 2.1: Close of roll notice for Ballarat City Council

## Ballarat City Council postal election

*Your council, your vote*



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**You must be enrolled to vote**

A general election will be held for Ballarat City Council in October 2020. To be able to vote in the election, you must be enrolled by the close of roll at 4 pm on Friday 28 August 2020. Two categories of voters can be enrolled to vote in the Ballarat City Council election: State-enrolled voters and Council-enrolled voters.

**State-enrolled voters**

**Am I enrolled to vote?**

You are automatically enrolled for this election if:

- you will be 18 years of age or over on Saturday 24 October 2020 AND
- you live in the City of Ballarat AND
- you are on the State electoral roll for your current address.

**You need to enrol if:**

- you are an Australian citizen aged 18 or over on Saturday 24 October 2020 AND
- you live in the City of Ballarat and you are not on the State electoral roll OR
- you have lived at your current residential address within the City of Ballarat for at least a month and have not yet updated your enrolment details, including any changes to your postal address.

**How do I enrol?**

You can enrol online at [vec.vic.gov.au](http://vec.vic.gov.au)

You can also download an enrolment form from the website. All enrolment applications must be received by the Victorian Electoral Commission by the close of roll at 4 pm on Friday 28 August 2020.

**How can I check my State enrolment?**

You can check your enrolment details online at [vec.vic.gov.au](http://vec.vic.gov.au) at any time, or call 1300 805 478.

**Council-enrolled voters**

**Am I enrolled to vote?**

To be a Council-enrolled voter, you must be:

- 18 years of age or over on Saturday 24 October 2020 AND
- not a State-enrolled voter within the City of Ballarat.

You are automatically enrolled for this election if you were enrolled as a non-resident owner at the most recent election for your local area. This includes any by-elections held since the last general election.

If your circumstances have changed since the most recent election and you are no longer a non-resident owner of that property, you will not be automatically enrolled for this election. Depending on your circumstances, you may still be eligible to apply to be enrolled as a Council-enrolled voter.

**Who else can enrol & vote?**

You may also apply to enrol if:

- you have purchased a rateable property in the City of Ballarat since the last election or by-election and you are not automatically enrolled OR
- you are not an Australian citizen and you live in, and pay rates for, a property within the City of Ballarat OR
- you pay rates on a property you occupy in the City of Ballarat, for example you are a shop tenant and pay rates to the Council for the tenancy, and you have no other voting entitlement within the City of Ballarat OR
- you are a director or company secretary of a corporation that pays rates to Ballarat City Council and you have no other voting entitlement within the City of Ballarat.

**How do I apply to be a Council-enrolled voter?**

If you meet any of the mentioned criteria and wish to enrol, contact Ballarat City Council on (03) 5320 5520 for a council enrolment form. Council enrolment forms must be received by the Council by the close of roll at 4 pm on Friday 28 August 2020.

**How can I check if I am Council-enrolled?**

You can check your enrolment details by contacting the Council on (03) 5320 5520.

**Thinking about standing for election?**

Candidate requirements have recently changed. To nominate as a candidate for Ballarat City Council, you must:

- be an Australian citizen and enrolled on the voters' roll for Ballarat City Council AND
- be eligible to become a councillor should you be elected AND
- have completed the mandatory candidate training before lodging your nomination with the Election Manager.

For further information, visit [vec.vic.gov.au](http://vec.vic.gov.au)

**Enrolment closes**

4 pm Friday 28 August

State-enrolled voters can register for free VoterAlert SMS and email reminders at [vec.vic.gov.au](http://vec.vic.gov.au)

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**vec.vic.gov.au | 131 832**

For enquiries in languages other than English call our interpreting service:

- Amharic 9209 0180
- Arabic 9209 0100
- Bosanski 9209 0191
- Brazilian 9209 0101
- Cantonese 9209 0101
- Croatian 9209 0102
- Dari 9209 0180
- Dinka 9209 0119
- English 9209 0103
- Greek 9209 0104
- Italian 9209 0104
- Khmer 9209 0192
- Korean 9209 0194
- Macedonian 9209 0105
- Mandarin 9209 0106
- Persian 9209 0195
- Russian 9209 0196
- Serbian 9209 0107
- Somali 9209 0108
- Spanish 9209 0109
- Turkish 9209 0110
- Vietnamese 9209 0111
- All other non-English languages 9209 0112

Authorised by W. Getely, AM, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

@electionvic

Election Report Local Government elections 2020

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**Ballarat City Council**

**Appendix 2.2: Notice of election for Ballarat City Council**

## Ballarat City Council postal election

*Your council, your vote*



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**Vote by post this October**

**Voting**

Ballot packs will be mailed to voters enrolled in the Ballarat City Council election from Tuesday 6 October 2020. Return your completed ballot material by mail ASAP or hand-deliver it to the Election Manager by the close of voting at 6 pm on Friday 23 October 2020.

**If you will be away**

If you will be away when ballot packs are mailed, or your address has changed since Friday 28 August 2020, you can request for your ballot pack to be redirected by writing to:

Election Manager  
Ballarat City Council election  
c/- Victorian Electoral Commission  
Level 11, 530 Collins Street  
Melbourne VIC 3000

Alternatively, you can email your request to: [redirections@vec.vic.gov.au](mailto:redirections@vec.vic.gov.au)

Please include the address for redirection. Each voter requesting redirection must sign their request. Requests for redirection must be received by **Thursday 17 September 2020**.

**Large print and braille ballot papers**

Large print or braille ballot papers are available for voters who are blind or have low vision—please register by **Tuesday 15 September 2020**. To register, call (03) 8620 1222 during business hours.

**Request an early postal vote**

To apply for an early postal vote, contact the Election Manager from **Wednesday 23 September 2020** on 1300 106 031 and make an application. You must provide a valid reason.

**How to nominate as a candidate**

Candidate requirements have recently changed. To nominate as a candidate, you must:

- be an Australian citizen and enrolled on the voters' roll for Ballarat City Council **AND**
- be eligible to become a councillor should you be elected **AND**
- have completed the mandatory candidate training before lodging your nomination with the Election Manager.


To nominate, complete the nomination form and lodge it with the Election Manager together with the \$250 nomination fee. Nomination forms can be lodged by appointment during business hours from **Thursday 17 September 2020** until **12 noon on Tuesday 22 September 2020** at:

117 Learmonth Street, Alfredton

Visit [vec.vic.gov.au](http://vec.vic.gov.au) for more information and to pre-complete your nomination form using the online Candidate Helper. The online Candidate Helper will be available from **Thursday 3 September 2020**.

If you use the online Candidate Helper, print your pre-completed form and make an appointment to lodge it with the Election Manager along with the nomination fee.

Call the Election Manager from **Wednesday 16 September 2020** on 1300 106 031 to make a nomination appointment.



**Online candidate information session**

Due to COVID-19 restrictions, the VEC's recorded candidate information session can be streamed online from **Thursday 3 September 2020** complemented by state-wide interactive candidate seminars based on the information video. To watch the information session or find out how to join an online interactive seminar, visit [vec.vic.gov.au](http://vec.vic.gov.au)

**Nominations close**

**12 noon Tuesday 22 September**

State-enrolled voters can register for free VoterAlert SMS and email reminders at [vec.vic.gov.au](http://vec.vic.gov.au)


[vec.vic.gov.au](http://vec.vic.gov.au) | 131 832


For enquiries in languages other than English call our interpreting service:

- Arabic 9209 0180
- Armenian 9209 0180
- Bosnian 9209 0191
- Cantonese 9209 0101
- Croatian 9209 0102
- Dari 9209 0193
- Dinka 9209 0119
- Greek 9209 0103
- Italian 9209 0104
- Khmer 9209 0192
- Korean 9209 0194
- Macedonian 9209 0105
- Mandarin 9209 0106
- Persian 9209 0195
- Russian 9209 0107
- Serbian 9209 0107
- Somali 9209 0108
- Spanish 9209 0109
- Turkish 9209 0110
- Vietnamese 9209 0111
- All other non-English languages 9209 0112

Authorised by W. Gately, AM, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

@electionsvic






**Appendix 2.3: Voting details notice for Ballarat City Council**

## Ballarat City Council postal election

*Your council, your vote*



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**Check the mail for your ballot pack**

Ballot packs containing voting material will be mailed to enrolled voters from **Tuesday 6 October 2020**.

This is a postal election only.

If you do not receive your ballot pack by **Friday 16 October 2020**, please call 1300 106 031 during office hours to arrange a replacement.

**How to vote correctly**

You must complete your ballot paper correctly for your vote to count. Put the number 1 in the box next to the candidate you most want to see elected, then number ALL the other boxes in order of your choice. You must number EVERY BOX and only use each number once.

**How to return your completed ballot paper**

Follow the instructions on your ballot paper to complete your vote. To return your completed ballot paper, put it in the ballot paper envelope then use the reply-paid envelope provided or hand-deliver it during office hours to:

117 Learmonth Street, Alfredton

**Voting is compulsory**

Voting is compulsory for all voters who were on the State roll at 4 pm on **Friday 28 August 2020**.

You may be fined if you do not vote — this includes homeowners and tenants. You are encouraged to vote, but you will not be fined if you don't vote, if:

- you live outside this local council area **OR**
- you are enrolled directly with the Council to be on the voters' roll for this election.

**Your completed ballot pack must be in the mail or hand-delivered by 6 pm\* Friday 23 October**

\*Local mail clearance times vary. Ballot packs must be mailed before final clearance times in the last week of voting. Don't risk a fine.

State-enrolled voters can register for free VoterAlert SMS and email reminders at [vec.vic.gov.au](http://vec.vic.gov.au)


[vec.vic.gov.au](http://vec.vic.gov.au) | 1300 106 031


For enquiries in languages other than English call our interpreting service:

- Arabic 9209 0180
- Armenian 9209 0180
- Bosnian 9209 0191
- Cantonese 9209 0101
- Croatian 9209 0102
- Dari 9209 0193
- Dinka 9209 0119
- Greek 9209 0103
- Italian 9209 0104
- Khmer 9209 0192
- Korean 9209 0194
- Macedonian 9209 0105
- Mandarin 9209 0106
- Persian 9209 0195
- Russian 9209 0107
- Serbian 9209 0107
- Somali 9209 0108
- Spanish 9209 0109
- Turkish 9209 0110
- Vietnamese 9209 0111
- All other non-English languages 9209 0112

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**Ballarat City Council**

**Appendix 2.4: Reminder notice for Ballarat City Council**

## Ballarat City Council postal election

*Your council, your vote*



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**Check the mail for your ballot pack**

Ballot packs containing voting material were mailed to enrolled voters from Tuesday 6 October 2020.

**This is a postal election only.**

If you do not receive your ballot pack by **Friday 16 October 2020**, please call 1300 106 031 during office hours to arrange a replacement.

**How to vote correctly**

You must complete your ballot paper correctly for your vote to count. Put the number **1** in the box next to the candidate you most want to see elected, then number **ALL** the other boxes in order of your choice. You must number **EVERY BOX** and only use each number once.

**How to return your completed ballot paper**

Follow the instructions on your ballot paper to complete your vote. To return your completed ballot paper, put it in the ballot paper envelope then use the reply-paid envelope provided or hand-deliver it during office hours to:

117 Learmonth Street, Alfreton

**Voting is compulsory**

Voting is compulsory for all voters who were on the State roll at **4 pm** on **Friday 28 August 2020**.

**You may be fined if you do not vote — this includes homeowners and tenants.**

You are encouraged to vote, but you will not be fined if you don't vote, if:

- you live outside this local council area **OR**
- you are enrolled directly with the Council to be on the voters' roll for this election.

**Your completed ballot pack must be in the mail or hand-delivered by 6 pm\* Friday 23 October**

\*Local mail clearance times vary. Ballot packs must be mailed before final clearance times in the last week of voting. Don't risk a fine.




State-enrolled voters can register for free VoterAlert SMS and email reminders at [vec.vic.gov.au](http://vec.vic.gov.au)


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**vec.vic.gov.au | 1300 106 031**

For enquiries in languages other than English call our interpreting service:  
 • 阿拉伯语 9209 0190 Amharic • العربية 9209 0100 Arabic • Bosanski 9209 0191 Bosnian • 普通话 9209 0101 Cantonese • Hrvatski 9209 0102 Croatian • عربي 9209 0193 Dari  
 • Dinka 9209 0119 Dinka • Ελληνικά 9209 0103 Greek • Italiano 9209 0104 Italian • ភាសាខ្មែរ 9209 0192 Khmer • 한국어 9209 0194 Korean • Македонски 9209 0105 Macedonian  
 • 中文 9209 0106 Mandarin • ភាសាខ្មែរ 9209 0107 Persian • Русский 9209 0108 Russian • Čeština 9209 0107 Serbian • Somali 9209 0109 Somali • Español 9209 0109 Spanish  
 • Türkçe 9209 0110 Turkish • Việt 9209 0111 Vietnamese • All other non-English languages 9209 0112

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**Appendix 2.5: Notice of results for Ballarat City Council**

## Ballarat City Council election

*Declaration of results*



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The following candidates were elected to the Ballarat City Council at the general election held in October 2020:

<b>Central Ward</b>	<b>South Ward</b>
COATES, Belinda (1st elected)	HUDSON, Des (1st elected)
HARRIS, Mark (2nd elected)	TAYLOR, Ben (2nd elected)
McINTOSH, Samantha (3rd elected)	HARGREAVES, Tracey (3rd elected)
<b>North Ward</b>	
JOHNSON, Amy (1st elected)	
EDDY, Peter (2nd elected)	
MOLONEY, Daniel (3rd elected)	




Further details about the results are available at [vec.vic.gov.au](http://vec.vic.gov.au)


**Lynne Josephs**  
**Election Manager**  
 Friday 6 November 2020

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**vec.vic.gov.au | 131 832**

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## Ballarat City Council

## Appendix 3: Schedule of media releases and advisories

### Ballarat City Council Council-specific media releases and advisories

Enrol now for the Ballarat City Council election	7 August 2020
Call for candidates for the upcoming Ballarat City Council election	24 August 2020
Candidates announced for the Ballarat City Council election	23 September 2020
Ballot packs mailed this week for Ballarat City Council election	5 October 2020
Voting closes soon for the Ballarat City Council election	12 October 2020
New councillors for Ballarat City Council	5 November 2020

### Statewide media releases and advisories

Victorians urged to enrol for upcoming council elections	7 August 2020
October local council elections to proceed under COVIDSafe election plan	19 August 2020
Last chance to enrol for Victorian council elections	21 August 2020
Enrolment closes tomorrow for October's council elections	26 August 2020
Nominations open soon for Victorian local council elections	31 August 2020
Council election information one click away on VEC website	4 September 2020
Accessing candidate information for the 2020 Victorian local council elections	14 September 2020
Victorian voters encouraged to sign up for free election reminders	16 September 2020
Nominations are in for the October council elections	23 September 2020
Authority granted for postal vote contingency	30 September 2020
Voting underway for Victoria's local council elections	5 October 2020
Mobile numbers not from VEC	12 October 2020
Local council elections voting deadline looms	19 October 2020
Strong voter response to local council elections	20 October 2020
Results timeline for Victorian local council elections (media advisory, not for publication)	21 October 2020
Final day of voting shows high voter turnout for council elections	23 October 2020
VEC won't risk public health for quick results in record turnout	28 October 2020
A win for democracy in a challenging year	13 November 2020
Didn't vote in the election? Please explain.	8 February 2021

Ballarat City Council

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## Appendix 4: VoterAlert advisories

### Appendix 4.1: SMS alerts

#### 4.1.1 close of roll – sent from Wednesday 19 August to Wednesday 26 August 2020



Council elections will be held by post in October. Make sure you are correctly enrolled by 4pm 28 Aug. More info or unsubscribe at: <https://voteralert.vec.vic.gov.au/s/tohMhA5I>

#### 4.1.2 mail out of ballot pack Friday 9 October to Friday 13 October 2020



VEC has posted a ballot pack to your enrolled address. Voting in council elections is compulsory. More info or unsubscribe at: <https://voteralert.vec.vic.gov.au/s/ufDvSRO7>

#### 4.1.3 reminder close of voting - Monday 19 October 2020



Council elections: voting closes 6pm Friday. Post your vote or return it to your election office ASAP. More info or unsubscribe: <https://voteralert.vec.vic.gov.au/s/usSUBkIM>

Ballarat City Council

**Appendix 4.2: Email alerts**

**4.2.1 Close of roll email**

**VoterAlert**
VEC Victorian Electoral Commission

**2020 Local council elections**

Hello,

Local council elections will be held in Victoria by post this October. It is important that you are correctly enrolled so you receive a ballot pack at your correct address.

**Enrolment closes at 4 pm on Friday 28 August 2020.**

If you haven't changed your postal address, residential address or name, there is no need to do anything.

**Are your details up to date?**

You can check your details online on the VEC's Check My Enrolment portal. Complete all fields, making sure you:

- enter your first and middle names in the 'Given names' field
- start to enter your suburb and pick it from the list suggested
- start to enter your street name only and pick it from the list suggested.

CHECK MY ENROLMENT

Do you need to update your details?

CHANGE MY DETAILS

**Are you eligible to vote in another council?**

In a council election, there are two types of enrolment: State enrolment and council enrolment.

You are receiving this message because you are State-enrolled.

But if you own property or pay rates in another council, you may be enrolled or eligible to enrol directly with that council.

Find out more: [Enrolling for council elections](#)

**Do I have to vote at these elections?**

Voting is compulsory for State-enrolled voters. Don't risk a fine!

If you are on the roll for Melbourne City Council, it is also compulsory for council enrolled voters to vote.

FIND OUT MORE

Authorised by W. Gately, AM, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

Our mailing address is:  
Level 11, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.

UNSUBSCRIBE

[VEC website](#) | [Contact us](#) | [Privacy](#) | [Legal](#)

Ballarat City Council

4.2.2 Ballot Pack mailout email

Please do not reply to this email. Replies go to an unmonitored inbox. For any queries, [contact us](#).

VoterAlert
VEC Victorian Electoral Commission

**2020 local council elections**

Hello

You are enrolled to vote in the 2020 local council elections in Council Name

Voting in this election will be by post. We posted you a ballot pack between Tuesday 8 and Thursday 9 October 2020.

Please follow the instructions in your ballot pack to cast your vote and mail it back to us as soon as possible. Voting closes at 6 pm on Friday 23 October 2020, but local mail clearance times may be earlier than the cut-off. We recommend you return your completed vote as soon as possible.

**Didn't get a ballot pack?**

If you don't get a ballot pack by Friday 16 October, call your local Election Office to request a replacement. You can find [Election Office contact details](#) on our website.

**Are you away from your enrolled address?**

If you are away from your enrolled address call your local Election Office to request a replacement ballot pack. You can find [Election Office contact details](#) on our website.

**Do I have to vote?**

Voting is compulsory for everyone on the State and Melbourne City Council voters' rolls. Don't risk a fine!

[FIND OUT MORE ABOUT THE ELECTION](#)

Authorized by W. Gabbay, AM, Electoral Commissioner, 330 Collins Street, Melbourne, Victoria.

Our mailing address is:  
Level 11, 330 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.

[UNSUBSCRIBE](#)

[@](#) [t](#) [f](#)

[VEC website](#) | [Contact Us](#) | [Privacy](#) | [Legal](#)



Ballarat City Council

4.2.3 Last week to vote email

Please do not reply to this email. Replies go to an unmonitored inbox. For any queries, [contact us](#).



2020 local council elections

Disregard this email if you have already voted.

Hello

You are enrolled to vote in the 2020 local council elections in **Council Name** Council.

Voting closes 6 pm this Friday 23 October.

How to vote

As soon as possible, make sure you:

mail your completed ballot paper in the reply-paid envelope provided

OR

drop your completed ballot paper off at [your local Election Office](#).

Please note: voting closes at 6 pm on Friday 23 October. However, local mail clearance times vary and we recommend you return your completed vote as soon as possible.

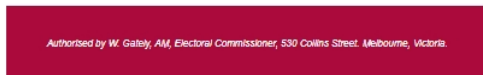
Didn't get a ballot pack?

If you haven't received a ballot pack, [check our website to understand your options](#).

Do I have to vote?

Voting is compulsory for everyone on the State and Melbourne City Council voters' rolls. Don't risk a fine!

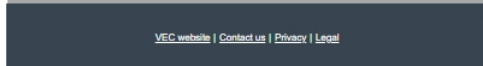
FIND OUT MORE ABOUT THE ELECTION



Our mailing address is:  
Level 11, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.

UNSUBSCRIBE



Ballarat City Council

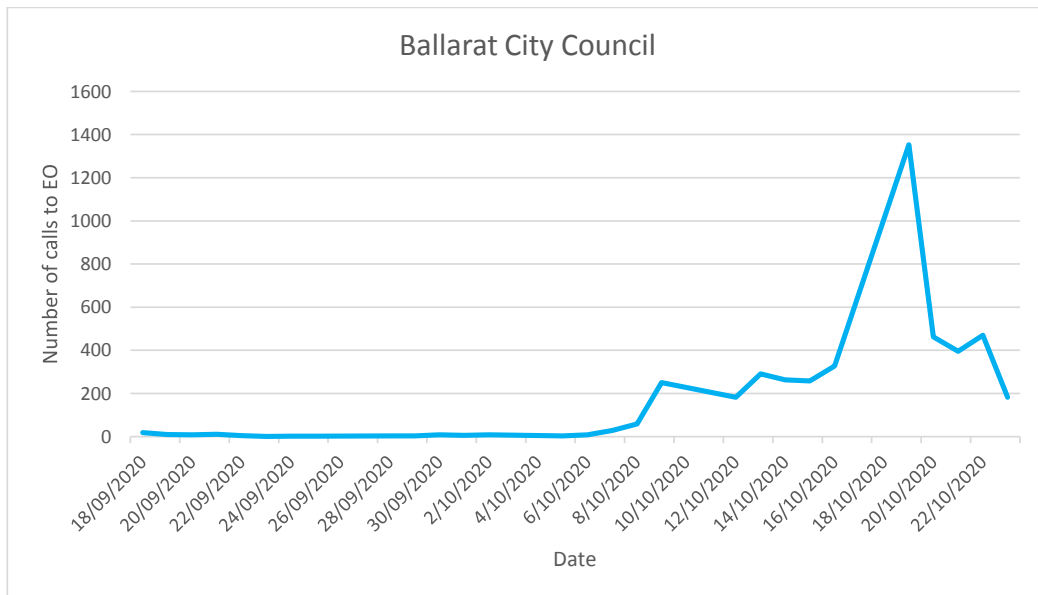
## Appendix 5: Voter engagement program and initiatives

Program	Program Details
Be Heard Democracy Ambassador program	This program normally provides face-to-face electoral education sessions and was adapted to an online delivery model, providing peer-led electoral education to residents in specialist disability services and culturally and linguistically diverse (CALD) communities. A total of 47 sessions were provided to people with disabilities and a total of 80 sessions were provided to CALD communities through councils and community organisations hosting online sessions.
Myth busting campaign.	This offline campaign addressed myths around enrolling and voting for those experiencing homelessness or with unstable housing. Four myths were dispelled and displayed on billboards and street posters, in metropolitan Melbourne areas with high populations of people experiencing homelessness. During the enrolment period, no-fixed-address enrolment forms were distributed with 4,500 meals to those suffering financial hardship, through a sponsorship with StreetSmart. This partnership included social media and Electronic Direct Mail distribution to StreetSmart's database of homeless services and community partners. A 1800 freecall number was also established to support those with financial hardship to provide support for enrolling and voting. This phone number was advertised on posters distributed through homelessness agencies, drug and alcohol services and services providing COVID-19 testing in hotels.
CALD in-language social media videos.	This project produced a series of three videos in 10-12 different languages which provided electoral information on how to enrol, how to vote by post, and how to respond to an Apparent Failure to Vote Notice. These were widely distributed and shared through the VEC's social media platforms and community networks.
Aboriginal short videos.	This project produced five videos in collaboration with Reconciliation Victoria. Two videos featured Aboriginal Elders and other leading Aboriginal community members discussing the value and ways to engage with local council elections. A further three videos, using culturally relevant animation, explained what services councils are responsible for, how to vote and the role of a councillor. These were shared through Aboriginal community channels and organisations.
DemGraphics young people co-designed social media project.	This project involved conducting research to identify barriers to enrolling and voting with a diverse group of young people. This information was then used to pilot a social media campaign in selected councils to encourage engagement in the elections for those aged 18-29.
Easy English tutor guide and worksheets.	These were produced for people with low English proficiency and designed as a co-read product where a person supports the learner through the worksheets. The tutor guide and worksheets were based on the VEC's Easy English guides for local council elections and were available for download from the VEC's website in PDF and Word formats.

Ballarat City Council

## Appendix 6: Daily telephone enquiries

The following graph shows the number of telephone calls recorded by the election office telephone enquiry service including those received by the VEC’s overflow call centre and tagged as relating to Ballarat City Council during the 2020 local government elections.



## Ballarat City Council

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## Appendix 7: Final list of candidates in ballot paper order

### Ballarat City Council election

The candidates, in ballot paper order, were as follows:

#### Central Ward election

SHADY, Nick

SIMPSON, Kumuda

JONES, Stephen

HOWARD, Geoff

HARRIS, Mark

COATES, Belinda

DOOLEY, John

McINTOSH, Samantha

#### North Ward election

MORRISON, Jay

MOLONEY, Daniel

HARRIS, David

EDDY, Peter

JOHNSON, Amy

TILLET, Grant

HILLS, Bryn

BURNS, Ellen

#### South Ward election

HUDSON, Des

AITCHISON, Bridget

JAKOBI, Susan

TAYLOR, Ben

HARGREAVES, Tracey

MUIR, Rachel

RINALDI, Jim

SNEP, Jackson

Ballarat City Council

**Appendix 7.1: Candidate statements and photographs****Ballarat City Council election****Central Ward election (see Appendix 7.2.1 for candidate statement leaflet)**

Total number of candidates at close of nominations	Number of candidates that lodged a candidate statement	Number of candidates that lodged a candidate photograph
8	8	8

**North Ward election (see Appendix 7.2.2 for candidate statement leaflet)**

Total number of candidates at close of nominations	Number of candidates that lodged a candidate statement	Number of candidates that lodged a candidate photograph
8	8	8

**South Ward election (see Appendix 7.2.3 for candidate statement leaflet)**

Total number of candidates at close of nominations	Number of candidates that lodged a candidate statement	Number of candidates that lodged a candidate photograph
8	8	8

Ballarat City Council

Appendix 7.2: Candidate statement leaflets

Appendix 7.2.1: Candidate statement leaflet for Central Ward election


**Don't Risk a Fine**  
**VOTING CLOSSES 6.00 PM**  
**Friday 23 October 2020**  
 Your ballot paper is attached to this leaflet.  
 Complete and return as soon as possible.  
 See the ballot paper envelope for voting instructions.

**VOTING IN THIS ELECTION IS BY POST ONLY**  
 Your completed ballot material must be posted or in the hands of the Election Manager on or before **6.00 pm on Friday 23 October 2020.**  
 Local mail clearance times may vary. Ballot material must be mailed before final clearance times in the last week of voting. Late votes cannot be included in the count.  
 Alternatively, you may hand-deliver your envelope during business hours to:  
 117 Learmonth Street  
 Alfredton


**CANDIDATE QUESTIONNAIRES**  
 Completed candidate questionnaires are available at [vec.vic.gov.au](http://vec.vic.gov.au) or alternatively from the Election Manager.


**COMPULSORY VOTING PROVISIONS APPLY**  
 You have received this ballot pack because you are enrolled for this election. Voting is compulsory if you were on the Victorian State electoral roll for this council on Friday 28 August 2020.  
 Further information on voting entitlements can be found at [vec.vic.gov.au](http://vec.vic.gov.au)




You may receive an Apparent Failure To Vote Notice if you complete and return your ballot material after the close of voting.



**2020 Council Election**  
**VOTING CLOSSES 6.00 PM**  
**Friday 23 October 2020**



**Central Ward**  
 THIS IS A POSTAL ELECTION ONLY.  
**Voting is compulsory for residents.**  
 For further information visit [vec.vic.gov.au](http://vec.vic.gov.au) or phone 1300 106 031 during business hours.  
  
Printed on 100% Australian made recycled stock

<p><small>NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p> <div style="text-align: center;">  <p><b>SHADY, Nick</b></p> <p>I was raised on a farm near Skipton and educated in Ballarat. I have been a resident of Ballarat full time since 2009. I am a semi-retired broad acre grain farmer and business owner. I live in the Central Ward and enjoy the amenities with my son who I co-parent. I have gained a Masters Degree in Business Administration (MBA) from Federation University, which has enabled me to volunteer in board roles on organisations such as Sports Central Ballarat, and the Beaufort Community Bank. I am a community volunteer working to promote positive mental health. I have been involved with a project called The Ripple Effect, and have previously been a volunteer telephone counsellor. I have been disappointed with the performance of council this term, the culture of council hasn't improved and doesn't support the Be Kind Ballarat campaign. The activation of the CBD promised by the candidates in 2016 has turned negative; it can be seen by the empty shops in Sturt Street and Bridge Mall. The cost of doing business in the CBD is getting prohibitive due to the high rates burden that business owners are paying, retail jobs therefore are on the decline. Our planning for residential living in the CBD must be done now, to prevent poor residential and heritage outcomes. I will propose that the current paid parking be suspended for the next two years, to give CBD businesses the chance to recover from COVID-19. As an independent candidate, my opinion is that party politics should be left out of Local Government; elected councillors should be working for the ratepayers and residents of Ballarat, not advocating party politics or agendas. If elected I will donate half my councillor remuneration to local community groups, that continue to do valuable work for our whole community.</p> <p style="text-align: center;">1</p> </div>	<p><small>NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p> <div style="text-align: center;">  <p><b>SIMPSON, Kumuda</b></p> <p>Hi I'm Kumuda, a working mum, a proud Labor member and unionist who believes that if we want positive change in our community, it's up to us to make it happen. As a working mum I know how important high quality and accessible services are. We rely on them every day to educate our kids, provide services that keep our families healthy and ensure our city is a great place to live. I want our local government to show true leadership on the big issues that affect our community. I've had the privilege of working in public policy for both the State government and the not-for-profit sector, and I know how important it is to put people's well-being at the heart of public policy. I currently work as a senior policy advisor in natural resource management. I have extensive experience in project management, policy development, community engagement, and governance. We all deserve to live in a healthy environment, be safe at work, and have access to high quality services that meet our community's needs. I know that the next four years will be crucial in ensuring that Ballarat continues to be a great place to live in light of the challenges we face, including climate change and growing inequality. We need sustainability and good, safe jobs to be our focus as we rebuild. I am ready to do my bit in that effort and that's why I'm running for Council, because I know that positive change starts locally. As a Councillor I will put the community first and stand up for publicly owned services that meet community needs, a post-Covid, local jobs recovery plan and a transparent Council the community can trust to put their needs first.</p> <p style="text-align: center;">2</p> </div>	<p><small>NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p> <div style="text-align: center;">  <p><b>JONES, Stephen</b></p> <p>Vote 1 for Stephen Jones to have an independent voice on Council, decisions need to be made around the best outcomes for Ballarat and not for the party. Council and Councillors have to be able to get along with the government of the day if Ballarat is to prosper. After recent events centred around our council I think we need a change to regain the Communities trust and reinstate Ballarat as a leader amongst regional Victorian councils. With a new CEO to be employed in the coming months and having previously served on Council for seven years I think I have the experience required to engage the right person for the City of Ballarat and a way forward. In the last twelve years there's hardly been a week go by where somebody hasn't asked me for advice regarding a Council matter, or suggested that we need you back on Council. Once a councillor always a councillor. Having been involved in the development of a document called Blueprint Ballarat, it's pleasing to see some of those strategies in that piece of work come to fruition. January will see me reach the ripe old age of 66 and still full of get up and go, I'm not ready to hang up the boots just yet and look forward to representing the residence of the Central Ward to ensure our end of town receives its fair share of the Council pile. Post Covid we will need to formalize a strategic plan for the way forward. Please make sure that your vote counts and place a number from 1 to 8 in every box, starting with number 1 next to the Jones boy and anywhere you like for the rest. Vote 1 Stephen Jones. Your vote at Ballarat City Council.</p> <p style="text-align: center;">3</p> </div>
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**Ballarat City Council**

NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.



**HOWARD, Geoff**

I love Ballarat. It is a great place to live but I can make it better. I moved to Ballarat as a science teacher in 1983 and quickly became actively involved in the life of our city. In 1989 I was elected as a councillor of the city and served 3 terms on Council, being elected Mayor 1993/94. In 1999 I was elected as the State Member for Ballarat East, being re-elected four times, until I retired from State politics in 2018. As a member of the Bracks, Brumby and Andrews governments I delivered substantial improvements to our services and facilities. I also contributed to policy development in many fields, including environment, education and community safety. The recent Ombudsman's report and subsequent inquiries were critical of Council's governance and culture. They show that many of our current councillors have let us down. We need good governance to regain prosperity with a real plan for sustainable development. I can make a difference. I will deliver better council governance and better service delivery, ensuring best value for ratepayer dollars. I will ensure the implementation of an effective plan to provide more jobs and enhance our leisure and social options with vibrant arts, music and sporting activity. Community input will be valued. I will make myself readily available to residents to listen to your views and help address issues of concern. If elected I will not claim my councillor allowance for personal use but will dedicate it to a fund supporting community group activities. I will not travel overseas at council expense. Put simply, I want to see Ballarat being a great place to live, for all its residents, and I want to help that happen. Vote 1 Geoff Howard for a better Ballarat. email: geoff4ballarat@gmail.com phone: 0427334185

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NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.



**HARRIS, Mark**

Ballarat is growing fast, maybe too fast, and we need real people, not politicians, to make it sustainable and successful. I live and work in this city as an Emergency room doctor. I've also worked with the Flying Doctor and ADF and know what real life experience is. These times will demand some tough choices and every cent of rate revenue must be spent wisely on our core services, infrastructure and institutions. The extravagances of overseas trips and waste has to stop. We just need straightforward ordinary people with real jobs and families who know times are tough to be an effective Council. I get that we all vote for a party at Federal and State elections but at a local level I feel we are best served by Councillors who have only Ballarat's best interests at heart to be its fearless and unbiased advocates. With the right Council we could achieve real control of our City's development and lifestyle. With a majority from the political parties we have seen only chaos and needless fighting with Federal and State government. We have to do better. I believe in the smallest Local Government to achieve results and to reduce the burden on ratepayers at a time when families are hurting. I don't support big infrastructure spends and believe the best way to stimulate our local economy is to keep rates low. I urge everyone to think carefully about your vote, its important we get this right. Vote for ordinary community voices and please stay safe.

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NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.



**COATES, Belinda**

I'm the Deputy Mayor of Ballarat and I've served two terms as councillor since 2012. I've lived in Ballarat my whole life and have worked as a social worker in health, the public service and tertiary education in the local area for over 20 years. In my 8 years as councillor, I've been a leader on sustainability, social equity, community wellbeing, arts and culture and creating a liveable city. Despite often being the sole voice on social and environmental issues, I'm proud to have initiated the Carbon Neutrality and 100% Renewables Action Plan, Active Women and Girls Strategy, Live Music Strategic Plan, Green Waste Collection and the Sustainable Transport Plan. I am a relentless advocate for the local First Nations community, multicultural groups, LGBTQIA+ community, people with disabilities, women, children's services, young people and senior community members. I supported the community to deliver Ballarat's first inclusive play space at Victoria Park and have consistently advocated for infrastructure that makes our city more liveable, greener and better connected. If re-elected, I will continue to push for urgent climate action, a fairer recovery, support for the local economy and businesses, COVID-19 recovery, promotion of the arts, culture, heritage and live music, better waste and recycling outcomes, food waste collection, making our city more vibrant, exciting and innovative, improving our walking and cycling paths, and making Ballarat greener through urban forest, biodiversity and local food growing programs. I am an approachable and energetic leader who listens to the community, and community members appreciate my commitment and the outcomes I can achieve. I'm the Greens-endorsed candidate for Central ward. To find out more about my policies, visit [www.greens.org.au/vic/person/belinda-coates](http://www.greens.org.au/vic/person/belinda-coates). Vote [1] Belinda Coates for a greener, more liveable and more inclusive Ballarat.

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**DOOLEY, John**

As a Liberal Party member I believe in financial responsibility. Roads, rubbish and rates and how well these services are delivered relative to the price we have to pay will be a constant review. Rates must be more attractive than other regional cities to enable affordability & incentive for business growth in our city. Communication through face to face contact with the City's ratepayers and residents is vital. I will bring transparency in how the contracts are awarded and how funds are spent. Doing business with the City will be deliberately open, honest & accountable with me on the Council. Our lake is amazing. We cannot ignore the safety of wildlife. Measures to decrease speed of vehicles is paramount and I plan to deliver safety. The people I meet are strident about their expectations of their councillors. Integrity with a willingness to listen. I deliver in this area daily in my full time job now. This same approach and commitment to follow up is how I will strive to deliver on council. Working practically at the other end of our street is an enviable position to our friends and family back in Melbourne and other cities of Australia and overseas. Sustainability in planning our new suburbs for the future growth that is forecast is urgent and relevant to all in the housing market. We must have improved home owner ratios. Integrated transport plans that ensure an easy return trip into the heart of the City will be supported vigorously. Small Business needs the old Ballarat support from Council. Festivals are successful in Ballarat and we must include our local Clubs and Associations. I am dedicated to supporting the car clubs of Ballarat. Advocating the City to re-entrance these groups with their family orientated car shows is a high priority.

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**McINTOSH, Samantha**

An extraordinary period of change and potential faces the City of Ballarat - in almost every way. A difficult year is ushering in new leadership within the Council Executive. The need for experience and the capacity for hard work is critical right now. I bring both of these to Ballarat. As a Councillor for 12 years - and a Mayor for three - I have led and enabled growth within our municipality. With an eye on the future - and on the past - I have afforded ratepayers a robust and inquiring debate about what is important to our community. During 2018-19 I was the Chair of Regional Capitals Australia, RCA, enabling me to take the Ballarat voice around Australia - and our story to our nation's capital. In return, Ballarat is now considered one of the top ten cities in Australia for growth and a place people want to call home. Through my lobbying as Mayor, and Chair of RCA, I have successfully advocated a catalogue of projects to prepare Ballarat for such a future - airport and regional roads funding - and investment in our sports and arts facilities including the Ballarat Sports and Events Centre, Mars Stadium and Her Majesty's Theatre. But there is more to do. Our parks, gardens and heritage assets need vigilant care and investment. I am proud of my attention to these needs. Ballarat's CBD revival is also essential. As we battle the challenges of COVID-19, Ballarat must offer greater flexibility in problem solving and efficiency in planning. Well considered development is an obligation - but not one that should be burdened by unnecessary delays. My husband and I have four children - and now two grandchildren. Ballarat's future prosperity has never been more critical to me. There is much to do. And I can do it. Your support is key.

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